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SOME ASPECTS OF THE PROBLEM OF
CIVILIAN JOB PLACEMENT AND READJUSTMENT EDUCATION
OF RETIRING NAVAL OFFICERS

BY
ROBERT BRUCE BRETLAND

Thesis
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SOME ASPECTS OF THE PROBLEM OF
CIVILIAN JOB PLACEMENT AND READJUSTMENT EDUCATION
OF RETIRING NAVAL OFFICERS

Abstract of

A Thesis

Presented in Partial Fulfillment of the Requirements
for the Degree Master of Science
in Public Administration

By

ROBERT BRUCE BRETLAND, B. Sc.

The Ohio State University

1950

Approved by:

Adviser

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SOME ASPECTS OF THE PROBLEM OF
CIVILIAN JOB PLACEMENT AND READJUSTMENT EDUCATION
OF RETIRING NAVAL OFFICERS

Robert Bruce Bretland

B.Sc., The University of Washington, 1936

Department of Political Science
(Approved by Dayton E. Heckman)

The question of the possibility of the Navy's providing aid in the form of a civil readjustment education, occupational counselling, and job placement service, has been raised by a considerable number of retired and retiring naval officers. There is at present no procedure which will materially assist them in obtaining employment for which they are qualified and in which they may be interested.

In this study the problem has been approached by means of a questionnaire survey of both civilian employers and private employment counselors and placement agencies. An attempt has been made to determine significant information concerning their attitudes and policies toward retired naval officers as potential employees or employment clients. Information was secured from civilian employers on employment age limitations, application of naval experience to civilian jobs, retirement policies,

DIVISION OF INVESTIGATION AND INSPECTION
U. S. DEPARTMENT OF JUSTICE
WASHINGTON, D. C.

REPORT OF THE
SPECIAL AGENT IN CHARGE
OF THE DIVISION OF INVESTIGATION AND INSPECTION
U. S. DEPARTMENT OF JUSTICE
WASHINGTON, D. C.

The purpose of the investigation of the case is to determine the facts of the case and to determine the responsibility of the parties involved. The investigation was conducted by the Special Agent in Charge of the Division of Investigation and Inspection, U. S. Department of Justice, Washington, D. C. The investigation was conducted in accordance with the provisions of the Federal Bureau of Investigation Act, U. S. Code, Title 28, Section 534. The investigation was conducted in accordance with the provisions of the Federal Bureau of Investigation Act, U. S. Code, Title 28, Section 534. The investigation was conducted in accordance with the provisions of the Federal Bureau of Investigation Act, U. S. Code, Title 28, Section 534.

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and experience resume' data. Information secured from employment agencies covered the same fields as explored with civilian employers, and in addition dealt with difficulties and problems encountered in placing retired naval officers.

From the results of this study it appears that a reasonable program for the assistance of retiring naval officers is justifiable. The need for a job analysis of the duties of naval officers in relation to civilian job equivalents, to be written in terminology of civilian industry, has been clearly demonstrated. There is evidence indicating the need for retiring naval officers to prepare themselves mentally and psychologically for retirement. A naval officer who is approaching the age of retirement should plan for it just as carefully as he planned his earlier career. Any assistance given to retiring officers in the preparation of these plans will add to the protection of the Navy's investment in these men.

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Adviser

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SOME ASPECTS OF THE PROBLEM OF
CIVILIAN JOB PLACEMENT AND READJUSTMENT EDUCATION
OF RETIRING NAVAL OFFICERS

CHAPTER I
INTRODUCTION

THE UNITED STATES OF AMERICA
DO hereby certify that
the within and foregoing is a true and correct
copy of the original as the same appears on file in the
Department of the Interior.

I, *James H. Smith*
Secretary of the Interior

The average naval officer knows very little about retirement and becomes interested in this subject only when he contemplates voluntary retirement or is confronted with an involuntary type of retirement. There is at present no procedure which will materially assist these officers to readjust to civilian life or to assist them in obtaining employment for which they are qualified and in which they may be interested.

The problem of employment of middle-aged and older people, and the problem of readjustment of retired people to a new way of life is not new. There have been many studies made of both of these problems; however, there has been little or no consideration given to either of these problems as they specifically apply to retiring naval officers.

Statement of the problem. The question of the possibility of the Navy's providing aid in the form of a civil readjustment education, occupational counselling, and job placement service, has recently been raised by a considerable number of retired and retiring naval officers. The fact has been pointed out that there is an increasing number of officers who voluntarily, or by forced attrition, retire at an age when they are still reasonably active.

The Navy has a considerable investment in its retired naval officers and also has certain responsibilities toward this group. While many retiring naval officers have definite plans for retirement and can put their plans into effect without difficulty, it appears that many others are in real need of assistance in finding civilian employment and in other phases of adjustment to civilian life.

In July 1949, a series of personal letters were addressed by Rear Admiral T. L. Sprague, U. S. Navy, as Chief of Naval Personnel, to the members of his Civilian Advisory Committee, pointing out the problems often encountered by retiring officers in readjusting to civil life and in finding suitable private employment. The committee members were requested to comment on the Navy's responsibility in this connection and advise the best means of fulfilling this responsibility.

The Civilian Advisory Committee propounded many questions, comments and suggestions. Naval personnel in the Bureau of Personnel, to whom the problem had been assigned for investigation, made a digest of the committee's suggestions and arranged them in logical order. The comments were summarized and closely related suggestions were consolidated, however, every effort was made to reflect the views expressed accurately and

without evaluation.

The digest of the committee's replies to the problem in question was broken down into five major questions:¹

1. Is the Navy justified in undertaking a reasonable program for assisting retiring officers to find suitable jobs? If so, for what reasons?
2. Should the Navy set up a "full scale" placement service for retiring officers?
3. What planning, research or preliminary measures are desirable in connection with setting up a placement program for retiring officers?
4. What are the suggested features and problems of an operating placement program for retiring officers?
5. What means of assisting officers toward successful retirement are available other than help in finding suitable jobs?

In conjunction with question three above, it was suggested by the committee that Post-Graduate Students

¹ Unpublished Digest of Civilian Advisory Committee Comments on Placement Program for Retiring Officers, October 1949.

in Personnel Administration and Training might contribute extensively to the project if they would approach the problem from the viewpoint of civilian employers, in that information might be obtained regarding the desire of civilian organizations to employ retired naval officers of twenty to thirty years naval experience. The specific objectives would be to determine their preference as to methods of contact, information as to types and extent of job experience evidence desired; the types of jobs they would consider naval officers best suited to fill; the maximum age at which they would be willing to hire a retired officer; the approximate wage considered proper for personnel of this age and experience; and the extent of industrial participation in readjustment programs.

It was also suggested that a similar survey of private employment agencies and job counselors be conducted to determine this group's consideration of retiring naval officers as potential clients, plus problems encountered in placing such officers, and to obtain any additional information that might be related to the problem.

It is therefore the specific purpose of this study to approach the problem from the viewpoint of both civilian employers and private employment agencies and job

counselors in an attempt to determine significant information pertaining to their attitudes and policies toward retired naval officers as potential employees or employment clients. Information was secured from civilian employers on employment age limitations, application of naval experience to civilian jobs, retirement policies, and desirable life abstract and experience resume' data. Information secured from employment agencies and job counselors covered the same fields as explored with civilian employers, and in addition dealt with difficulties and problems encountered in placing retired naval officers. The size, capacity and scope of the various agencies was also questioned.

Present retirement provisions. Under existing laws, naval officers may retire voluntarily after completion of twenty years of service. Officers who have completed twenty years service and have twice failed of selection for promotion are required to retire. Those who have twice failed of selection and have less than eighteen years service are released with two years pay. Retirement may also be for reasons of disability or statutory age. The existing law governing physical retirement provides that any member of the uniformed services found to be unfit to perform the duties of his office, rank, grade or rating by reason of physical

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disability and who otherwise qualifies as provided by the law, may be retired or separated subject to the provisions of the law.² The statutory retirement age for naval officers is 62 years. An officer is transferred to the retired list on the first day of the month following that in which he attains this statutory age.³

Retired naval officers, along with other veterans, are entitled to all the employment benefits offered by Federal and State legislation, including counselling, and placement services, readjustment allowances, re-employment rights and civil service preferences. Deadlines on applications for federal civil service positions vary. The U. S. Civil Service Commission should be consulted for specific information.

While receipt of retired pay is not a bar to entitlement to these benefits, it is important to stress that such pay does affect in certain instances the amount of compensation a retired officer may receive in a civilian position with the Federal government. The rules, exceptions, restrictions, preferences, and other conditions

² United States Public Law 351-81st. Congress, Chapter 681, 1st. Session H. R. 5007, Career Compensation Act, of 1949 Title IV, Washington, D. C., p. 16.

³ United States Navy Department Circular Letter No. 178-47, Information on Retirement, Washington, D. C., p. 4.

related to the appointment of retired naval officers to civil positions in the Federal government and to some extent in State or Territorial governments, are varied as among classes of positions and levels of compensation. General information concerning these restrictions is now being furnished to naval officers being retired at the time of receipt of orders of release from active duty.⁴

Officers contemplating employment after retirement are advised to determine for themselves, in advance of any commitment, that their prospective employment does not come within the prohibition of any statute. Since by law it is a matter of private concern only, the necessary course for an officer called upon to determine the question is to seek an interpretation concerning the legality of his employment from the Judge Advocate General, from the legal staff of the firm in question or from private counsel. For example, it is not legal for a retired officer to receive retired pay if he is engaged in the sale of naval supplies or war material to the Navy.

An officer who is retired for physical disability and whose disability was incurred in combat with the enemy, or who became disabled as a result of an

⁴ United States Navy Department Publication NAVPERS 15617, Navy Veteran, Vol. 3, No. 5, Washington, D. C., May-June, 1949, p. 6.

explosion of an instrumentality of war, is not affected by either the dual employment or the dual compensation laws. He may draw his retired pay and hold another federal position. Except for the foregoing, if an officer is retired by reason of physical disability, he may take a federal position, but while so employed he must waive all or the portion of his retired pay by which the aggregate of retired pay and civilian pay exceeds three thousand dollars per year.⁵

There is no provision of law whereby an officer who retires for a reason other than physical disability with retired pay of twenty-five hundred dollars per year, or more, may be employed by the Federal Government. Exceptions to the law are: the Veterans Administration, the Atomic Energy Commission, or when elected to a civilian position or appointed to such a position by the President with Senate confirmation.⁶

The privileges and obligations of a retired officer are the same for all categories of retirement with the single exception that officers retired for physical disability are at present not required to pay

⁵ United States Navy Department Circular Letter 178-47, op. cit., p. 5.

⁶ Loc. cit.

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income tax on retired pay. This is in accordance with the Internal Revenue Code Amendment of 1942, United States Code Title 26, section 22 (b) 5, as amended.

Retired officers are not required to hold themselves in readiness. They may be ordered to active duty in time of war or national emergency at the discretion of the Secretary of the Navy, but may be ordered to active duty in time of peace only with their own consent.

Retired officers, not on active duty, are entitled to wear the prescribed uniforms of the rank held on the retired list when the wearing of the uniform is appropriate. They are prohibited from wearing the uniform in connection with nonmilitary, civilian, or personal enterprises or activities of a business nature. If they accept employment with a military school, authority to wear the uniform is granted on specific request to the Chief of Naval Personnel.

Retired officers on inactive duty are permitted to use their military titles in connection with commercial enterprises.⁷

Privileges pertaining to medical and dental care and access to commissaries, small stores, and exchanges have not been enumerated for the reason that they are

⁷ Ibid., p. 6.

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not considered essential to the solution of the problem under consideration in this thesis.

The size of the problem. In the calendar years 1940 through 1947 a total of 6,637 officers were retired for an average of approximately 1106 retirements per year for this period. In 1948 a total of 612 officers were retired and in 1949 the total number of permanent commissioned and warrant officers separated for all reasons was 821. Additional figures on retirement are included in Tables I, II, and III. An estimate of future yearly retirements is included as Table IV. The calculations have been based on an estimated authorized Navy of 45,000 officers and on the assumption that annual promotions will be made in all ranks. The estimated figure amounts to 2,857 officers per year. These officers may be considered as being divided into three age groups. First, there are those officers who are discharged and have less than eighteen years of service. This group represents 54 per cent of the total group. The ages of these officers will range between twenty-eight and forty years. Second, representing 27 per cent of the total group, are those officers with more than twenty years, but less than thirty years of service. The age range of these officers would be approximately between forty-two and fifty-two years.

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Third, representing the remaining 19 per cent, are those officers with more than thirty years of service, and who are normally over fifty-three years of age.

Importance of the study. The question has been asked, is the Navy justified in undertaking a reasonable program for assisting retiring officers to find suitable jobs? It has previously been pointed out that the Navy has a considerable investment in its retired officers, and that in time of war or national emergency, retired officers may be ordered back to active duty. Lawton points out that activity is essential to the preservation of mental ability and that complete retirement is inadvisable for many types of persons. All organizations should have a department which will plan for retirement "to" not retirement "from", if retirement must be mandatory. The industries or professions should retire people not on a particular day, but over a period of years.⁸

The importance of the problem may be considered also from the standpoint of its economical, physical, technological and psychological aspects.

The economic situation in which an officer being discharged or retired finds himself may vary between a wide range of extremes. An officer who is discharged

⁸ Lawton, George, New Goals for Old Age. New York: Columbia University Press, 1948, p. 18.

with two years pay, having twice failed of selection and having less than eighteen years service, is for all intents and purposes unemployed. He could well be a man thirty-eight years of age with children of high school or college age. This man must find employment. An officer having completed twenty years service and retired on a pension could be a man forty years old and also have children of high school or college age. Although actually unemployed, this man could get by if employment conditions were such that he could not get a job; however to continue to live in the manner to which he is accustomed, he also must find employment to augment his retirement pay. Officers retiring with thirty or more years service may be considered as having no economic difficulties.

The physical problem of how to stay young is an old question which interests everyone who is past his thirtieth birthday. Among the many factors which have hindered our knowledge of old age is the fact that in previous generations a relatively small percentage of the population reached an age we could consider old.

In early Greek times, the average age at death was twenty-nine years. In Massachusetts around 1800 it was thirty-five years; in 1890 it had risen to forty-three. Estimates of the average present life expectancy vary

from fifty-six to sixty-three years according to the data employed and the method of computation.⁹

There are enough unknown factors that affect the length of a man's life to make long-range forecasts uncertain, but experience has shown that a great deal can be accomplished by cultivating a proper mental attitude and by attention to certain details of food, drink and exercise.¹⁰ As the Navy is organized, it requires great determination on the part of an officer to continue to be physically active when he passes middle age. Some degree of physical activity is essential to nearly all men. Each man must select the form of physical exercise best adapted to his own needs, and here the advice of a physician can be most helpful.

After twenty or thirty years of naval service, often in foreign countries, many retiring officers are out of touch with civilian employment market information and employment problems. These officers are in legitimate need of assistance in presenting their qualifications to the best advantage. There is little opportunity

⁹ Ibid., pp. 11-12.

¹⁰ Johnson, Lucius W., Captain (MC) U. S. Navy, "Education for Retirement" United States Naval Institute Proceedings, Vol. 69, No. 3, Whole No. 481, Annapolis, Maryland: March, 1943, p. 337.

for officers on active duty to keep abreast of technological changes. Technological changes in industry are continuous and cumulative in their effects. There is no way of telling what the technological changes of the future will be or precisely how they will affect employment and investment. Moreover, it is important to realize that the consequences of technological advance are by no means uniform. Increased operating speeds, increased machine capacity, mechanization of handling, continuous production processes, are all technological advances that may reflect a reduction in employee requirements both inside and outside of the establishment in which they occur.¹¹

The process of industrial change is by its very nature accompanied by a constant displacement and re-absorption of employees. New occupations, plants, and industries come into existence while old ones decline; new areas become industrialized, while old ones decay. A technological change results in a new product or process that displaces an old product or process, job requirements are altered, fewer employees are needed to meet the requirements of production, and as a result

¹¹ Gill, Corrington, "Unemployment and Technological Change", Works Projects Administration, National Research Project Report No. G-7. Philadelphia: April, 1940, p. 4.

employees lose their jobs. Under these circumstances, even when such changes are accompanied by an absolute increase in the total amount of employment offered, unemployment of individuals and groups of individuals is continually being created because of changes in the location of activity, transformations in the nature of the employment offered, or changes in the types of persons hired.

The process of rapid technological and industrial change will continue to raise problems through prosperity and depression, as the process of displacement and reabsorption of employees continues. The situation becomes more aggravated during periods of depression.¹²

Any attempt to establish a service to assist men to find employment must take into account technological change and its action, causing a constantly changing picture of employment opportunities.

Psychologically the effect of retirement varies greatly with the personality of the individual. For most men it involves a drastic change in the habits of mind and body and an altered point of view. This may lead to rapid deterioration unless one makes a careful estimate of the situation and takes suitable action.

¹² Ibid., p. 11.

Only by intelligent thought and preparation can the average naval officer avoid the evil effects of inactivity and loss of interest in affairs.¹³

The problem faced by an officer being discharged or retired can be considered as made up of numerous problem-solving situations, each of which will vary in its intensity of frustration according to the situation and the individual. The establishment of a service to assist retiring officers in the elimination of these retirement problems should improve the morale of that group and should assist in protecting the Navy's investment in retired officers by maintaining them at a higher degree of activity, and therefore in a higher state of efficiency and effectiveness for possible recall to active duty.

¹³ Johnson, op. cit., p. 388.

CHAPTER II
METHOD OF PROCEDURE

In this study the problem has been approached, as suggested, by a survey of both civilian employers and private employment counselors and placement agencies. The surveys were undertaken in the belief that a sufficient number of civilian employers, personnel managers and counselors and agency managers would be willing to furnish facts, even confidential ones, to make the results worthwhile, and to be of value in the final solution of the over-all problem of civil readjustment and job placement of retiring naval officers.

Objectives. One object of this study is to obtain an indication of the attitudes of civilian employers, job counselors and placement agency managers toward retiring naval officers as prospective employees and clients for job placement. This objective will be accomplished by determining their views on age in relation to employment, employment policies, distinguishing attributes noted in naval officers, objectionable habits or Navy "hold-overs" noted, experience resume' data required, and lines of civilian employment in which naval training is considered applicable.

Another object of the study is to determine the extent of civilian employers' interest in retiring naval officers as potential employees and the effect of pensions on employment considerations and possibilities.

The study is also expected to determine the trend in attitude of civilian employers as to the responsibility for education and preparation of personnel for adjustment to the change that accompanies retirement.

The determination of civilian employer policies on retirement and retirement age is also pertinent to this study.

The testimony of job counselors and employment agency managers should also reveal the primary difficulties encountered in placing retired naval officers, and in addition the organizational size, geographic scope and capacity of employment agencies.

All of the foregoing are secondary or incidental to the one main object of trying to determine how far the Navy should go officially in the procedure of placing retired naval officers. This, of course, is a problem of policy determination which will be solved at the level of command which is commensurate with the situation.

Questionnaire development. In order to attempt to attain the foregoing enumerated objectives, material has been required which could be obtained only by means of questionnaires directed to personnel managers of civilian employers, job counselors and managers of employment agencies.

Two questionnaires were developed, one to be sent to civilian employers and one to employment agencies and job counselors. Prior to processing the questionnaires for mailing, personnel managers of several major industries and managers of several counselor and employment agencies in Detroit, Michigan, Chicago, Illinois, and Columbus, Ohio, were interviewed. The questionnaires were presented to the personnel managers during the interviews and as the questions were answered each manager was asked to comment, criticize and make recommendations as to question construction and questionnaire form. In addition to the comments on the questionnaire, the managers contributed considerable information on the general problem in question. It is felt that the quality of the question wording was greatly improved by this procedure.¹ Every effort was made to avoid ambiguity, to use words that would be understandable to all respondents, to make the questions reasonable and concrete, and to adapt the questions to the type of person interviewed.

In the majority of the questionnaire development interviews, it was noted that repeated questions were asked by civilian personnel managers and employment

¹ Blankenship, A. B., "Pretesting a Questionnaire for a Public Opinion Poll," Sociometry, 3: 263-269, March, 1940.

agency managers that indicated, on their part, a very limited knowledge of the duties, training and possible experience background of general line naval officers. The personnel managers and employment agency managers who were interviewed were considered to be above average respondents, thus it was assumed that the average questionnaire recipient would also be lacking in this knowledge. It was therefore considered necessary and justifiable to be suggestive in some of the questions asked in the questionnaires.

The final questionnaire for civilian employers was processed, assembled with a letter of transmittal and mailed with return stamped envelope to 229 personnel managers of civilian employers in twenty major cities in the United States, covering the Pacific coast, Atlantic and Gulf coast and the Central States.² The names and addresses were obtained from the Manufacturers Directory,³ Poor's Register of Directors and Executives⁴ and current telephone directories.

² The questionnaire and letter of transmittal to civilian employers is included as Appendix I.

³ "Manufacturers Directory", State of Ohio, Department of Industrial Relations, Division of Labor Statistics, 1949.

⁴ "Poor's Register of Directors and Executives", United States and Canada; Standard and Poor's Corporation, New York: 1950.

The selection of the cities to which the questionnaires were sent can be considered a purposive sample. A previous unpublished survey of retired naval officers made by the Navy showed that the greater proportion of retired naval officers appear to have retired in or near larger cities in the coastal areas. The major seaports on both coasts were therefore selected on the basis that employers and placement agencies in these cities would be most apt to be more familiar with the problems of employment as related to retiring naval officers. This assumption was born out in the responses to the questionnaires. The selection of cities in the inland areas was based on size and geographical location.

The businesses in these cities to whom questionnaires were sent were selected on the basis of size. It was attempted to limit the receipt of questionnaires to organizations indicating a minimum of five hundred employees.

Employment agencies were selected on the basis of indicated type of service. Questionnaires were sent only to agencies whose service included placement of executives and technically trained personnel. This distinction was made in an effort to preclude questionnaires from being mailed to employment agencies

handling only common laborers and domestic help.

The present survey may well be considered as a sample study to determine whether a larger study is warranted. The results of this survey have indicated that further study is justified.

Of the total number of questionnaires sent to personnel managers of civilian employers, 40.8 per cent were returned, and 70 per cent of those returned were complete in item response. Additional printed matter including application forms, medical examination forms, retirement benefit insurance forms, and retirement plans was included with 50 per cent of the questionnaires returned. Thirteen of the questionnaires were returned indicating that the company was not actively engaged in business at the time. It is interesting to note that seven of the thirteen returned with this notation were shipbuilding companies. Four of the questionnaires were returned marked by the postal authorities as unclaimed.

The final questionnaire for managers of private employment agencies and job counselors was processed, assembled with a letter of transmittal and mailed with return stamped envelope to 273 employment agencies and job counselors in the same cities to which the industrial

questionnaires were sent.⁵ The names and addresses were obtained from the current telephone directory section located in the central office of the Bell Telephone Company in Columbus, Ohio.

Of the total number of questionnaires sent to managers of private employment agencies and job counselors, 33 per cent were returned, and 74 per cent of those returned were complete in item response. Application forms and experience resume' forms were included in 52 per cent of the questionnaires returned. Only ten employment agencies returned copies of their contract forms, and the majority made no mention of contracts; however several remarked that contracts were considered as a confidential part of their service. Eleven agencies returned the questionnaire with the general statement that they had never placed a naval officer in a job, that they knew nothing about naval experience as it might apply to civilian employment, and did not feel qualified to reply to the questionnaire. Two agencies reported that they did not cater to this type of client. One was returned marked, "material requested is all too confidential." Five of the questionnaires were returned by others with the information that the agencies

⁵ The questionnaire and letter of transmittal to employment agencies is included as Appendix II.

addressed had ceased functioning; three were returned marked by the postal officials as unclaimed; and two were returned unmarked with no explanation. Several of the agency managers took a keen interest in the problem and furnished a wealth of material, comments, suggestions and advice. Five employment agency managers asked the writer for copies of the completed thesis.

Considering the confidential nature of much of the data requested, the great amount of detailed information desired, and the wide-spread distribution of the civilian employers and the employment agencies which have seen fit to cooperate, it is felt the returns from the questionnaires were sufficient to justify the study and to validate the findings made therein.⁶

The returns on both questionnaires followed the pattern first noted by Toops⁷ and later confirmed by Stanton,⁸ viz. that there is an insignificant difference between incomplete and final complete returns. Time

⁶ Shuttleworth, F. K., "Sampling Errors Involved in Incomplete Returns to Mail Questionnaires", Journal of Applied Psychology, 25: 588-591, 1944.

⁷ Toops, Herbert A., "Validating the Questionnaire Method," Journal of Personnel Research, 2: 153-169, 1923.

⁸ Stanton, F., "Notes on Validity of Mail Questionnaire Returns", Journal of Applied Psychology, 23: 95-104, 1939.

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would not permit the use of follow up questionnaires; however, in the light of findings in a second study by Toops,⁹ the increase in the number of responses by the use of follow-up letters might not have altered the general picture. It is pointed out that caution should be used in the interpretation of the findings.

What merit the study may possess is largely due to the civilian employers, personnel managers and managers of private employment agencies who have so kindly cooperated, and to Dr. D. E. Heckman and Dr. D. T. Campbell who gave many practical suggestions and constructive criticisms. The writer, therefore, wishes to acknowledge his indebtedness to all of these.

⁹ Toops, Herbert A., "Returns from Follow Up Letters to Questionnaires", Journal of Applied Psychology, 10: 92-101, 1926.

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CHAPTER III
CIVILIAN EMPLOYER VIEWS

Former naval personnel were employed by 75 per cent of the civilian employers who responded to the questionnaire. This group of former naval officers consisted of 8 per cent who had been involuntarily retired, 30 per cent had voluntarily retired, and 62 per cent were reserve officers.

Policy. Regarding employment of executives and supervisory employees, 67 per cent reported that the normal procedure which is followed in almost all cases is to promote such personnel from among qualified individuals already in the company's service. The majority of this group made the added comment that for this reason the question of employment of executive or supervisory personnel from outside the company does not arise excepting in isolated cases where a position requires highly specialized training and experience which may not be available among the rank and file employees.

The policy of 33 per cent of civilian employers is that of filling positions by bringing in well qualified people from the outside for approximately half of the executive positions that become available. This policy was defended by several employers. One employer pointed out that promotions were made from within the organization only if there were a man available who was fully capable of handling the job. He warned that too

much unadulterated inbreeding within an organization is deadening. In an interview with one large Detroit manufacturer it was indicated that the company made it a point to be on the lookout for promising executives in other organizations and when openings occurred in the company, outstanding men who had been noted were approached with an offer of a position. Another manufacturer stated that all promotions were made from within the organization except for sales and advertising personnel. In sales and advertising personnel, changes at periodic intervals were considered essential to insure maintenance of personnel with fresh ideas in those positions. The sales and advertising field was viewed by this employer as a good possible source of employment for a retired naval officer.

Age. In hiring executives or supervisory employees 28 per cent of the employers consider the age group ranging from thirty to thirty-five years as the most desirable, 24 per cent favored the thirty-five to forty age group, 12 per cent desired men below the age of twenty-five; whereas 14 per cent favored men between the age of forty and forty-five, 3 per cent were interested in men over forty-five years old, and 4 per cent made no response.

Age was considered an unimportant factor by 15

per cent of the employers, several of whom qualified their opinion with the statement that no particular set age group is considered as most desirable; that in hiring executives or supervisory employees, they consider ability rather than age. One large manufacturer stated that the company had conducted extensive tests at the executive supervisor level and had found that age is insignificant as opposed to aptitude, ability and personality factors. Another large manufacturer stated in an interview that the company policy on age was flexible with no fixed age limit; however the company considered a man over fifty years old as a poor risk. He went on to say that this consideration is due to a fear, which he felt was prevalent throughout major industry, of the probable near future demands of the unions in connection with retirement pensions as related to age and also of possible legislation pertaining to the age of retirement and the rights and benefits of employees.

Inquiry was made as to the age group above which employers considered it undesirable to hire executive or supervisory personnel. The responses to this question indicate a slightly more lenient attitude of the employers toward older applicants than indicated in the responses to the previous question. Only 1 per cent of the employers considered men above thirty-five as too

old, 4 per cent placed the stop line at age forty, 23 per cent said men are undesirable if over forty-five and 36 per cent said a man fifty is too old. Employers considered age as not being a significant employment factor in 22 per cent of the cases. The differences in response to the two similar questions is of notable interest; however determination of the statistical significance is considered beyond the scope of this thesis.

From the above it is evident that employment policies in general are widely varied. Policies will vary in each company, in accordance with employee market conditions that exist at the time of any employment situation, and with the individual demands of the employer making the decision.

Personality. Employers were asked in an open question to comment and list any distinguishing attributes which they considered naval officers to possess. To this question 33 per cent made no response, 48 per cent stated they knew of no particular attributes possessed by naval officers and considered them in the same manner as any employee or applicant. Specific comments were made by 19 per cent of the respondents.

The various attributes of naval officers which were listed by the respondents appeared in a consistent

manner with an approximately equal distribution of responses. Naval officers were considered to possess the following qualities: good educational background, executive ability, leadership ability, ability to assume responsibility, dependability, good self-discipline, keenly interested in doing quality work, physically active, good social adaptability, and good appearance.

To the open question on what objectionable habits or Navy "hold-over" behaviors had been noted, the response was poor. Only 12 per cent of all respondents made any comment. A response indicating that no objectionable habits or behaviors had been noted was made by 58 per cent of the respondents and 30 per cent made no response.

All of the comments were made by employers who indicated having had retired naval officers in their employ. Each comment was singular in nature and none was repeated by any other employer. It might therefore be assumed that each comment was in reference to a specific individual and not a general feeling. However, the comments are considered worth mentioning as it is this sort of attitude maintained by a few which could influence the attitude of a much larger group of potential employers.

1. The first of these is the fact that the Commission has not yet received any information from the Government of the United States regarding the activities of the Committee for the Liberation of the People of the South (CLPS) in the United States. The Commission is therefore unable to provide any information regarding the activities of the CLPS in the United States.

One employer found former naval officers unable to accept responsibility or to direct a responsible job. Others pointed out that retired naval officers carried their rank over into civilian business, that they were demanding without reason, overly aggressive, curt in their manner of speech, and overestimated their own worth to the company. Another employer stated that former officers sometimes complained about the amount of work expected by the company executives. Another respondent made the point that former officers have the tendency to consider that once an order is given the order will be carried out, the fault being that they do not consider it their obligation to follow up to check on whether or not the order is being properly executed. A large aircraft manufacturer stated that due to the limited experience of retired naval officers, considerable adjustment to civilian employment is needed. A naval officer has to become accustomed to the informal relationships between all levels of industrial organizations; he must condition himself to a less formalized tradition, and retrain himself to be less dependent upon fully defined regulations. These comments should prove noteworthy in connection with any civil readjustment educational program.

Employer interest. Civilian employers have shown a mixed variety of interests in retiring naval officers as potential employees. In considering retiring naval officers as a possible source of employee material, 14 per cent indicated that such officers were frequently considered. The majority of the employers indicating such interest consisted of airline companies, aircraft manufacturers, shipbuilding companies, and steamship companies. Of the other employers, 19 per cent infrequently considered retiring naval officers as potential employees, 31 per cent seldom considered this group as an employee source, and 32 per cent stated retiring naval officers were never considered as an employee recruitment source.

Interest in receiving current lists of retiring naval officers with a brief summary of the officer's personal history, record, and experience was indicated by 55 per cent of the civilian employers. Of that percentage, 8 per cent signified a high interest, 19 per cent denoted a passing interest. No interest was disclosed by 40 per cent of the employers and 5 per cent made no response.

The suggested possibility that retiring naval officers might be willing to accept lower pay was received with surprisingly little enthusiasm. No additional interest in view of the above suggested

possibility was signified by 63 per cent of the civilian employers. A slight increase in interest was expressed by 7 per cent, moderate increase by 9 per cent, whereas only 4 per cent displayed a high degree of interest. Many employers stated that the reason for the lack of interest shown toward the possibility of being able to employ retired naval officers at a lower wage is that most jobs have salary range ratings, and that the companies were not interested in trying to hire people to work for less money than indicated by the salary ranges.

In general the tone of the majority of comments made by civilian employers implied that interest in retiring naval officers as an employee source is not specific. One employer answered the question by saying, "We consider them as any other applicant, particularly for engineering positions requiring maturity and experience. We do not seek them out, nor do we discriminate against them."

Although the specific interest of civilian employers in retiring naval officers as potential employees is not startlingly great neither is it absent. The interest indicated is considered sufficient to warrant further study. Prior to further study, however, it is suggested that a comparative job analysis of naval duties as related to that of civilian occupations be conducted

1. The first of these is the fact that the Commission has not yet received any information from the Government of the United Kingdom as to whether or not it is prepared to accept the Commission's findings and recommendations in the report on the subject of the Commission's investigation into the activities of the British Broadcasting Corporation (BBC) in the period 1945-1948.

and published for distribution to civilian employers. Such a publication should be written in terminology understandable by civilian employers. There is, among civilian employers, a noticeable absence of knowledge of the facts concerning naval officer training and experience and its possible application to positions in civilian employment.

Resume' data. A study, by Bowman and Schleich, of information concerning applicants for employment required by employers on application forms, revealed that no one standard form could be developed which would fill every need.¹ The responses made to the writer's question pertaining to this subject resulted in an identical finding. Variations in jobs, grades of skill, responsibility involved, size of the company, and information considered pertinent and required by individual employers, make a standard form impractical.

Data requested by employers may be classified into the following fields, identification of the individual, marital status, family, living arrangements, citizenship, military status, health and physical condition, social organizations to which the applicant belongs,

¹ Bowman, Ernest L., and Betty Schleich, "What Information do Selected Employers Require about Applicants for Employment", Ohio State Employment Service, Columbus, Ohio, June 1949.

education, schooling, training, information affecting plant security, financial status of the applicant, religious affiliation, and work experience.

Identification of the individual and his financial status is important from several standpoints, especially for financial and other institutions in which employees must be bonded. Marital status, family conditions, living conditions, health and physical condition, education and training, and work experience are generally considered carefully in selection of employees for specific positions. Some employers are not concerned with social organizations with which the applicant is affiliated or with their religious affiliation, while the conditions in other establishments make consideration of these facts necessary.²

The nature of the data requested on application forms was found to change. During the war all employers asked more questions about military service and factors affecting plant security. Some employers were found to be curious about some particular field in which most employers were relatively little interested. Family conditions and financial status are illustrations of this situation. Some correlation can be observed between

² Ibid., p. 2.

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the nature of the industry and the types of information collected.³

In 32 per cent of the cases employers indicated that they would require specific information concerning why an officer was not promoted, and 3 per cent stated that they would not consider hiring officers who had failed of promotion in the service. Of the remaining cases, 19 per cent required a resume¹ of duties performed, 13 per cent wanted only an honorable service document, and 21 per cent stated that they were not interested in the reasons for an officer's failure of promotion, and preferred to make their own predictions as to a man's potentialities.

A program to publish personal resume's on retiring naval officers for the use of interested employers would necessarily have to plan to include sufficient information on each officer to satisfy the desires of the majority of individual employers.

Retirement. A review of the numerous retirement plans, which accompanied the completed questionnaires returned, disclosed the fact that there are approximately as many retirement plans as there are companies. It is also evident that only the extremely large concerns

³ Bowman, loc. cit.

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actually handle the financial aspects themselves. In a majority of the cases the actual execution of the plan is carried out by one or more commercial insurance companies. The various plans are in a constant state of change due to union demands and rate changes imposed by the insurance companies.

The recommended age for retirement by 75 per cent of the civilian employers is sixty-five, 7 per cent recommend age sixty, 4 per cent signify age seventy and 14 per cent declare that no age limit should be placed on retirement. Mandatory retirement at a fixed age was the indicated policy of 33 per cent of the employers, whereas 34 per cent made retirement, upon attaining retirement age, optional with the employee as long as he maintained the required production standards. Flexibility in retirement age requirements to facilitate promotions and administrative and operational changes was declared desirable by 21 per cent of the employers. Acknowledgement of any responsibility for readjustment education and preparation of personnel for the change that accompanies retirement was conspicuous for its absence from the retirement plans reviewed. Only one plan actually stated that it was the concern of the company's personnel department to counsel employees on the problems of adjustment to retirement and any other personal

problems where such assistance is needed.

In an interview with one very large manufacturer controlling twenty-seven subsidiary companies, it was disclosed that the problem of retirement readjustment education and psychological preparation of employees prior to retirement is being given a considerable amount of thought, and is frequently a discussion topic in executive conferences. It was emphasized however that no official steps have been taken to establish a policy on this question. This view was expressed by all of the large civilian employers interviewed. Inasmuch as large businesses normally set the policy patterns which are eventually adopted by smaller businesses, the establishment of a broad program for readjustment education in industry appears to be in the rather distant future.

Acceptance of the full responsibility of readjustment education prior to retirement was acknowledged by only 3 per cent of the civilian employers, while another 3 per cent indicated that the company accepted the majority of the responsibility. That the responsibility was a fifty-fifty proposition between employees and employers was indicated by 12 per cent of the companies and 20 per cent disclosed that the responsibility was not officially assumed, however a small program did exist. In 50 per cent of the cases the companies

declared that, except for pension provisions, the entire problem of preparation and adjustment to retirement rests with the employee. Companies reported having no retirement plan in 5 per cent of the cases.

Summary. Although the various measurements attempted by this study cannot be considered conclusive, it is felt that the results have sufficient validity to be considered as a significant indication of civilian employer views as of February 1950 on the employment factors in question.

Civilian employers have been shown to be definitely concerned with the problem of age in employment. Two thirds of the employers have declared that with few exceptions executive and supervisory positions are filled by promotion from within the ranks of the company. Slightly better than half of the employers intimated an interest in retiring naval officers as a source of employee material, but only one fourth displayed any interest in the possible willingness of retired naval officers to accept lower pay. There is little doubt that the attitudes and views of civilian employers vary with the fluctuations in the business cycle. General economic conditions, current business conditions and the available labor market are some of the variable factors affecting these views. In a period of substantial unemployment the problem is intensified.

CHAPTER IV
PRIVATE EMPLOYMENT AGENCY VIEWS

The primary purpose of any employment agency, worthy of consideration, is the placement of each individual client in a position for which he is qualified and in which he is interested. One agency manager expressed it as a business of putting jig saw puzzles together, of fitting aptitudes, skills and personalities to job situations. Placement agencies in many states function in the dual capacity of occupational counselors and job placement offices, however in some states such combinations are not legal. In the states in which the dual service is illegal, job counselors and placement agencies function as separate individual services. The questionnaires used in this study were sent to both the combined and single function placement agencies and job counselors. The three types will hereafter be referred to as agencies, placement agencies or employment agencies.

Of the respondents to the employment agency questionnaire, 51 per cent reported having previously placed retired naval officers in civilian positions. In 4 per cent of the cases it was signified that the agencies had each placed fifty ex-naval officers, 10 per cent indicated placement of ten former naval officers, and 22 per cent declared that they had placed five. Data on civilian job placement of retired naval officers has been

included as Table XVIII.

Potentialities. The attitude toward retiring naval officers as clients exhibited by employment agencies varied widely. A small percentage declared retiring naval officers to be very desirable clients with excellent employment potentialities, whereas a similar percentage revealed that they would prefer not having them as clients. It was signified by 46 per cent of the agencies that former naval officers were considered to be acceptable clients possessing below average employment characteristics, whereas 43 per cent declared them to quality as average to above average in both considerations. The general comment which appeared most frequently in this connection emphasized that it makes little difference to an employment agency whether or not an applicant is a retired naval officer or any retired man. Rather the possibilities of any man's being placed in any position are highly dependent on the specific qualifications of the individual, his personality, appearance, and his attitudes.

Employment agencies were quick to point out that officers having specialized in engineering, electronics, and personnel administration duties during their naval careers are more easily placed than officers who have spent the greatest percentage of their time in communications, navigation or gunnery.

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During every interview with employment agency managers the fact was disclosed that employers frequently specify, in their requests for employees, that they do not want a former government employee. In response to the question concerning employer objections to hiring former naval officers, 60 per cent revealed that no particular objections were manifest, however 35 per cent intimated that employers would prefer not to employ former governmental employees. Five per cent of the agencies made no response to this question. One agency manager stated that among the companies with whom the agency had business contacts, approximately 5 per cent were extremely opposed to hiring any former government employee. The writer also noted this opposition in several interviews with civilian employers. During one interview the employer's vehement reaction to the subject caused the writer to make a hasty but courteous exit.

The employment agencies' responses to the question on the possible improvement of employment possibilities for retiring officers by their willingness to work for a lesser amount than normally paid, demonstrated a reluctance, on the part of civilian employers, to disclose their true desires. The agencies revealed that 70 per cent of the companies, with whom they do

[illegible]

business, have indicated an interest in obtaining employees who were willing to work at a reduced wage. Interest in this possibility had been indicated by only 20 per cent of the civilian employers. Many of the agencies added the warning that working for reduced pay may make enemies among fellow workers, therefore it should be given as little publicity as possible.

A comparative list of fields of possible employment for retired naval officers suggested by civilian employers and employment agencies is contained in Table XXVI. One agency director pointed out that the greatest opportunities in education are on the elementary level. The tremendous present enrollment in grades one, two, and three will be in high schools in the latter part of the 1950's. College enrollments are expected to double in the 1960's, therefore a retiring officer would be wise to prepare himself for teaching; however opportunities at a college level are meager if an individual does not have a doctor's degree.

Difficulties. The major difficulty with which employment agencies have to contend when placing retired officers, is the problem of convincing civilian employers that former naval officers do possess skills which are applicable to positions in civilian business. A point specifically made by 43 per cent of the agencies was

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that employers cannot visualize the carry-over of naval experience to private industry. The difficulty is in associating military job titles with civilian job titles. Very often, specifically titled duty assignments in the Navy may be similar to a civilian job for which an officer might be qualified, but because of the general confusion, the association is not made.

It was revealed by 35 per cent of the agencies that employers question the ability of retiring officers to readjust to civilian ways of business and 32 per cent disclosed that employers recognize the executive abilities of naval officers, but consider them handicapped by a lack of knowledge of business tactics, and in addition do not consider the expense of training men of their age worth the salary they would likely demand. Unwillingness on the part of naval officers to accept lower wages was reported by 17 per cent of the agencies.

Other difficulties derived from employer complaints consisted of statements such as: former officers lack initiative, they need to be told what to do, they have led too soft a life, and they are too strongly indoctrinated in the "Navy way". One agency manager stated that the principal difficulties he has encountered with this type of personnel is that they are rigid thinkers, they are not particularly good salesmen, nor are they

wise in public relations techniques, however they are generally excellent analysts. Another commentator indicated that naval experience is rarely adaptable to the demands of modern business. In addition, the average of the retired officer, combined perhaps with his usual superior attitude, lack of understanding of the human element, and his general inability to take directions from a younger and less experienced person, makes his services hard to sell. Still another agency pointed out that conditions change the employment market so rapidly as to make the man who can be placed today very difficult to place six months from now and vice versa.

Additional placement difficulties have been encountered by agencies due to personal shortcomings and personality factors in individual retired officers. During interviews with both employers and agencies, the writer noted specific objectionable characteristics mentioned which pertained to retired officers. The agencies were given a list of the six objectionable characteristics most frequently noted in the interviews, and they were asked to number the list in the order of the frequency in which they had noted these characteristics in connection with business relations concerning former naval officers. The rank order as listed by the various agencies varied widely. Unwillingness on the

also in middle childhood (approximately 7-11 years), however, the
 somewhat different manner in which the child is able to
 understand the concept of conservation of matter is evident in the
 manner of the child's response. In middle childhood, the child
 is able to understand that the amount of matter is the same
 whether it is in a solid, liquid, or gaseous state. This is
 evident in the child's response to the question, "If you
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part of former naval officers to accept a decrease in job prestige was the first choice of 34 per cent of the agencies as the objection most frequently noted. "Lack of initiative" and "commanding attitude" each were selected by 16 per cent of the agencies and 15 per cent chose "superior attitude". Officers were considered "overbearing" by 12 per cent and "brusqueness" was suggested by 7 per cent of the placement agencies. Another characteristic noted by the agencies was that officers often tend to be antagonistic when giving orders which, in turn, tends to lower morale and reduce the efficiency of people with whom they are working. Another objection made disclosed a concern among employers over the tendency for retired officers to be careless of cost. It was intimated that employers feel that naval training is not conducive to the development of an eye for profits in private industry.

Age. The fundamental problem of the employability of the older worker is far from being solved. The general trend according to Clague¹ is toward an aging population. The effect of this trend on the age of our population is

¹ Clague, Ewan, "The Social and Economic Problems of Employment of Older Workers." An Address before the Second Annual Institute on Living in the Later Years, Ann Arbor, Michigan, July 21, 1949.

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an important consideration in the problem at hand. In 1900, only three million persons, or one out of twenty-five was sixty-five years and over. By 1940, the number of oldsters had tripled, and their proportion in the total population had risen to almost 7 per cent. By the year 2000, the statisticians expect that approximately twenty-one and one-half million persons, or more than one out of every eight, will be in this age group. If the "nearly-old" people in the age group of forty-five to sixty-four years is included in the totals, the figures are striking. The proportion of the population forty-five years and over is expected to increase from one-sixth of the total at the beginning of the century to two-fifths in the year 2000.

The older worker, as a job seeker, has all of the handicaps and has few of the advantages of the man of like age who is on the job. Many employers who may be liberal in their treatment of their own older employees are at the same time reluctant to take on new employees at advanced ages. In addition to his other difficulties, the very seniority system which protects the older worker as an employee, works to his disadvantage when he is on the outside.²

² Ibid., p. 4.

Employment agencies indicated that, in general, placement of men over fifty, regardless of background, is extremely difficult. They have found that industry, for the most part, will not accept personnel in the fifty and over group. The reasons given include pension plans, seniority problems, insurance premiums, inability to keep up with younger personnel, and inflexibility. It has also been pointed out that, as in most cases of such stereotyped discrimination, there is no judgement of individual cases, but rather a blanket refusal.

Fifty-nine per cent of the employment agencies consider it impractical for retiring naval officers over fifty years old to attempt to find employment, however they unanimously declared that it should be apparent that in war time production conditions, employment problems are practically non-existent from the employees' standpoint. When mass unemployment exists and the labor market is flooded, the factor of age becomes a primary selection factor in most companies.

Qualifications. A general opinion expressed by employment agencies suggests that the majority of employers feel that naval experience is of practically no value in private business. The employment advantages, disadvantages and problems presented by retiring naval officers are similar to those of any other specialized

group. One example given compared the placement problems of naval officers to the problems of a professional musician or golfer, in that after spending fifteen or twenty years on a career in the Navy and then to consider working in private business is easy only when the naval officer has somewhere along the line prepared himself to compete. To be able to compete with other people seeking private business jobs, a naval officer must be able to offer skills equivalent to those possessed by the civilians with whom he is competing.

As a group, employment agencies feel that naval officers will be a normal cross section of personalities with a normal distribution of abilities and skills. Several agencies pointed out that the proper classification of retired naval officers is not by age and rank in service, but according to ambition, intelligence, energy, cooperativeness and capacity for hard study and sustained hard work. The classification suggested places retired officers in three groups; first, those officers who, with instruction and stimulus, can put themselves under their own power where they want to be; second, those officers who cannot quite get where they want to be by themselves, but with assistance and placement in the proper job plus a little supervision can thereafter proceed on their own; third, officers who,

because of personality traits and other reasons, will never get anywhere. The writer considers this to be an applicable classification.

In the process of selling the services of retired naval officers to civilian employers, the employment agencies have evolved a vocabulary of noteworthy characteristics and attributes which have been found to facilitate the solution of the problem. The agencies explain that one phase of the placement process necessitates a careful study of the individual employer to determine his personal desires, whims and idiosyncrasies, while a second phase involves a study of the position being sought to determine the specific knowledge, skills and qualifications needed for the job. With this knowledge in hand, the necessary communication symbols are selected which are considered most suitable to the situation.

A majority of the agencies state that in formulating a plan for the placement of a naval officer, they find it necessary to place the emphasis on personal characteristics and attributes, rather than on education background or working experience. The educational background of most officers is, however, considered good, particularly those with engineering degrees. Officers also have been found to have leadership and executive ability

and to be accustomed to responsibility. Agencies reveal that employers welcome cooperative discipline in employees and are enthusiastic over a naval officer's ability to follow orders and to take direct and decisive action. The ability to plan and systematize work also has been found in retired officers.

Usually one or more personal attributes are present either in varying degrees or completely absent from individuals in any normal cross section of the population. Employment agencies consider naval officers far superior to the average applicant with a civilian background in many such attributes. The agencies have indicated their cognizance of the fact that a primary phase of naval training is the development and strengthening of favorable characteristics throughout each officer's naval career. These characteristics, if possessed, are a naval officer's strength and main assets in seeking employment, whereas if they are lacking an officer's chances of employment are materially reduced. Officers, having traveled extensively, are considered to possess qualities useful in sales organizations. They normally look and act like executives and are well poised and self confident. In general, officers have a stable personality, and a personable nature. Their experience and past record may be of value in giving them prestige

with clients and fellow workers, however this factor may prove to be harmful if not administered in a manner appropriate to the situation. Neatness of dress, and good physical fitness are noted as attributes of naval training. Officers have been found to be cooperative, dependable, reliable, honest, sincere, frank and courteous. Agencies point out that naval training has conditioned naval officers to be prompt, loyal and alert to the details of a situation. These are some of the selling points which agencies have used in placing retired naval officers in civilian jobs.

Advises. The employment agencies have offered numerous suggestions and much advice to the retiring naval officer who is about to seek employment. The point most frequently made is that each officer should make a complete job analysis of the duties he has performed during his naval career, such an analysis to be in the terminology of civilian job equivalents. The analysis should cover every phase of the duties performed rather than just the general functions. The agencies state that men have a tendency to skip over minor jobs as too trivial to mention. This is pointed out as a mistake, as quite often placement may hinge on minor skills or experiences. It was suggested that officers who cannot visualize what their potentialities are should take a

battery of aptitude and proficiency tests. In the writer's estimation the above points constitute two essential functions which should be considered in any readjustment educational program which might be established to assist retiring naval officers.

Officers should be counseled to realize that there are many phases of naval training that are not applicable in civilian situations. A change in attitude toward subordinates and an avoidance of a formal superior attitude has been strongly recommended. It is further advised that officers should be willing to start at the bottom to prove their worth, and to start working as quickly as possible in a "stepping stone job" and continue looking until a desirable position is located.

Other advices mentioned in connection with the manner and methods of approach used by job applicants were expressed as follows:³

"Don't live in the past."

"Develop an optimistic attitude."

"Forget Navy experience."

"Forget rank."

"Be tactful."

"Have all of your employment information ready."

³ Descriptive phrases taken from comments made on the employment agency questionnaires.

"Be early on the job when looking for a job."

"Don't be subservient, and don't beg."

"Keep age factor out of conversation."

"Be modest."

"Study your employer and his business."

"Know what you can do for the employer."

"Recount naval experiences only when and if employer seems desirous of hearing same."

"Don't jump on an interviewer who tells you that you do not possess the qualifications for a particular assignment."

"Be willing to admit that someone your junior might know something you don't."

As another word of advice, the majority of the agencies suggest that retiring naval officers should prepare themselves psychologically for the environmental change which accompanies retirement. This may be accomplished by reading literature on the subject, by psychological consultation or a combination of both. The latter is considered the most effective. Psychological preparation for retirement is another essential function which should be considered in any readjustment educational program.

Resume' data. The suggestions and recommendations concerning resume' data made by employment agencies were very similar to those made by civilian employers. There were as many recommendations to keep resumes as brief as possible as there were to make them all inclusive in

detail. In consideration of the views on resume' information as expressed by both employers and agencies, any Navy assistance given retiring officers in this connection should be designed to furnish sufficient data to meet the demands of the large majority of employers and agencies concerned.

Agency characteristics. The organizational size, the geographical scope of service, and the applicant processing capacity of employment agencies was found to vary to a considerable degree.

The agencies have indicated that an average number of six employees are required to operate a one-office employment agency. A small percentage of the agencies operate with as few as two people; such agencies disclosed however that they made placements only in the city in which they were located. At the other extreme, one agency offering world-wide service required one hundred employees to operate a system of forty-five branch offices. The majority of the agencies, 69 per cent, were single office agencies.

Placements were confined to the city in which agencies were located, by 20 per cent of the agencies, and 28 per cent made placements only in their own state. Operations covering the agencies' own state and bordering states were revealed by 8 per cent, whereas 30 per

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cent of the agencies extend their operation to the entire United States. Worldwide placement service was offered by 14 per cent of the agencies.

The applicant processing and placement capacities of the various agencies range from one hundred processings per month to twenty-five thousand per month. The average agencies appear to process between five and six hundred job applicants per month. A processing capacity of one thousand applicants per month was reported by 23 per cent of the agencies, and 10 per cent claimed the ability to process two thousand per month. Claims of this nature were questioned during interviews with placement agency managers. In reply the agency managers were quick to point out that the agencies are in the business to make a profit and profits are made only when people are placed in jobs, therefore to find qualified people for specific positions, large groups of applicants must be processed. It was also intimated that commercial employment agencies should not be compared with state and federal employment agencies, who in the eyes of many of the private agencies are considered welfare agencies. One operator boasted that his organization of five employees had processed twice as many applicants as had one state agency office operating with thirty employees.

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Summary. Several of the employment agency managers interviewed by the writer pointed out that the reputations of many of the organizations within their own ranks are none too savory. The wide spread distribution of the agencies questioned precluded any check of their reputation, therefore a list of recommended private employment agencies had not been compiled. The responses to the questionnaires no doubt include an indeterminate percentage from agencies of doubtful character, however any of the views expressed even by such agencies may be of some value and are deemed worthy of consideration in a readjustment educational program. Retiring officers should be made cognizant of the general situation in private employment agencies. An integrity check on agencies in major cities and the formulation of a list of reliable agencies is worthy of consideration as another service which might be furnished to retiring officers.

The interest in this thesis subject, shown by a number of the employment agencies and one personnel consultant in particular, was gratifying and reassuring to the writer that the problem in hand was worthy of attention. The comment of one agency manager summarized concisely the views of other agencies in this statement,

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more important to the United States and the world than the fact that the United States is a free country. The United States is a free country because it is a country where the people are free to live and work as they see fit. The United States is a free country because it is a country where the people are free to live and work as they see fit. The United States is a free country because it is a country where the people are free to live and work as they see fit.

"I am delighted that the Navy is alert enough to recognize that there is a responsibility to the community in connection with the efficient and economical utilization of its retired officer personnel. Indeed, I feel rather strongly that there is a job of education that needs doing rather badly, not only for the Navy, but likewise all of the armed services."

The agencies have indicated that one centrally located organization with a maximum staff of eighteen trained people would be capable of handling a complete processing procedure including aptitude and proficiency testing, psychological counseling, occupational counseling and job placement for two thousand applicants per month.

It was pointed out that the fact that the Government is not prepared to take a responsibility for the maintenance of the relations with the various countries is a serious matter. It was also pointed out that the Government is not prepared to take a responsibility for the maintenance of the relations with the various countries. It was also pointed out that the Government is not prepared to take a responsibility for the maintenance of the relations with the various countries.

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CHAPTER V
SUMMARY AND CONCLUSIONS

An attempt has been made by this study to contribute some information on the subject of civil readjustment education and job placement of retiring naval officers. The purpose of this information is to assist in the formulation of policy as to the degree of responsibility of the Navy in this connection and the determination of the best means for its fulfillment.

There is little doubt concerning the importance of old age as a social and economic problem.¹ This study has revealed that any man over forty-five years old is considered too old for employment by a majority of the nation's employers. The problem is not exclusively the Navy's. Ewan Clague,² Commissioner of Labor Statistics, United States Department of Labor, has pointed out that old age as a social and economic problem has been creeping slowly upon the American nation for the last half century, but we are still in the early stages of development. It will take another half century to bring the problem to its full peak of intensity, but its manifestations will become painfully apparent within the next ten years. Beginning in the 1950's, the problem will

¹ Clague, Ewan, "Economics of Old Age." An Address Before the Institute of Problems of Old Age, University of Chicago, August 11, 1949, p. 1.

² Loc. cit.

begin to gather speed, and in the following two decades will roll on to full flood in the closing decades of the century. It is estimated that there is somewhat less than ten years in which to evaluate the patterns of solution which, as a nation, shall be adopted.³ In view of the importance of the national problem, it is apparent that the Navy will be justified in undertaking a reasonable program for assisting retiring officers to find suitable civilian employment.

Chapter III surveys briefly the views of civilian employers in connection with employment potentialities of retiring naval officers. The policy on employment and promotions, indicated by two-thirds of the employers, is that promotions are made from within the ranks of the companies except when positions call for experience not possessed by a member of the staff. In such cases a qualified person is recruited from an outside source to fill the position.

Age is a handicap to any man seeking employment. In general, civilian employers have disclosed that a man over fifty years old is a poor employment risk. The position of the employment age discrimination line may vary with each company. The factors which influence the setting of the employment age limit are economic and

³ Clague, loc. cit.

business conditions, the size of the available labor market, and the personal demands of individual employers.

Employers point out certain commendable attributes which they have noted in former naval officers and which enhance officers' possibilities of employment. Attributes such as ability to accept responsibility, promptness, ability to take and execute orders, dependability, good self-discipline, good social adaptability, and neat appearance were mentioned. Recognition of these commendable characteristics and their applicability to civilian positions by civilian employers, if brought to the attention of officers on active duty, might act as additional motivation toward the achievement of greater perfection along these lines.

There were reported cases of former naval officers having displayed habits and behaviors which were of an objectionable nature. These cases may have been applicable only in specific individual cases. Employers complained that ex-officers tend to carry their rank into civilian business, that they have been demanding without reason, overly aggressive, and they have been curt in their manner of speech. Former officers have failed to follow through on orders they have given, assuming that once an order was issued it would be carried out and that it was not their obligation to check on the execution of

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such orders. One objective of a civil readjustment educational program for retiring naval officers should be to point out such undesirable characteristics in an effort to reduce the possibility of recurrence of such behavior in retiring officers of the future.

Approximately one-half of the civilian employers reported some degree of interest in retiring naval officers as a possible source of employee material and displayed interest also in receiving personal resume data on retiring officers, in the event such data were made available.

The information obtained concerning data requirements in personal experience resumes revealed that no standard form could be developed which would fill every need. Variations in jobs, different grades of skills, responsibility involved, size of the company, and information desired by individual employers make a standard form impractical. However, any program to promulgate personal resumes on retiring naval officers to civilian employers should endeavor to furnish sufficient information to satisfy the desires of the majority of individual employers.

Responsibility for readjustment education and preparation of civilian employees for the change that accompanies retirement has been officially accepted by only a very small percentage of the employers. Many

companies intimated that a small unofficial program did exist. The companies disclosed that this problem is currently under consideration and hinted that they expect fully to have to accept the full responsibility at some time in the future.

The views expressed by private employment agencies in relation to employment potentialities of retiring naval officers have been reviewed in Chapter IV. The employment potentialities of retiring naval officers have been described as average by the majority of the agencies. Possibilities of employment may be improved by officers' offering their services for less than normal pay, but agencies issue the warning that this practice may cause enemies among fellow workers. It is therefore recommended that such contracts be kept confidential.

Agencies further reveal that the main difficulty encountered in trying to place a retired naval officer is the problem of convincing civilian employers that the officers possess skills which are applicable to positions in private business. The agencies state that employers cannot visualize the carry-over of naval experience to private industry. The employment agencies displayed concern over the difficulty in associating navy job titles with civilian job titles, and point out that because of this general confusion of job titles, relation-

immediately furnished him a small confidential source
 called. The informant advised that this person is
 currently working confidentially and should have been
 kept well to have in regard to this responsibility at
 some time in the future.

The view expressed by several informants is that
 in addition to employment opportunities at various
 levels within the area, employment at various levels
 employment opportunities at various levels
 have been established as a result of the activity of the
 various. The addition of employment has been
 of various activities that involve the use of money
 but, the source does not mention that this matter
 has been brought to the attention of the source. It is the
 informant's view that such matters are not confidential.
 Informants have been asked to be very careful
 in the future to avoid in such a manner as to avoid
 in the future of employment within the area and the
 various persons who are able to provide an informant
 in private matters. The informant does not mention
 about providing the source with a confidential source
 private matters. The informant is not an informant
 source has the source in the future with the
 other with the source for future and other and the
 about in this regard matters at the time, various

ships between jobs are often overlooked. Other placement difficulties with which the agencies had to contend were related primarily to personality characteristics and personal shortcomings. Retired naval officers' unwillingness to accept a decrease in prestige was mentioned most frequently by the agencies. Former naval officers were reported as having been over-bearing and brusque, and having displayed a superior, commanding attitude. Agencies disclosed a concern among employers over the tendency of former officers to be careless of cost, having never been concerned with operating for a profit. Retiring officers should be schooled to avoid such behaviors.

It is evident that age is a constant threat to the employment possibilities of every man. Employment agencies indicate that, in general, placement of men over fifty, regardless of background, is extremely difficult. They have found that industry, for the most part, will not accept personnel in the fifty and over group. The reasons given pertain to factors involving pension plans, seniority problems, insurance premiums, inability to keep up with younger personnel and inflexibility. It has been pointed out also that, as in most cases of such stereotyped discrimination, there is no judgement of individual cases, but rather a blanket refusal.

The employment agencies have indicated that the services of retired naval officers are sold to employers on the basis, primarily, of their personal attributes which are developed to a high degree by naval training. The attributes noted by the placement agencies are similar to those mentioned by civilian employers.

The agencies advise retiring officers to make a complete job analysis of all the duties they have performed during their naval career, and suggest that officers who cannot visualize what their potentialities are should take a battery of aptitude and proficiency tests. Officers have been advised also to prepare themselves psychologically for the environmental change which accompanies retirement.

The suggestions made by employment agencies in connection with the preparation of resumes on retiring officers were similar to those made by employers. The emphasis was placed on furnishing enough information to satisfy the personal requirements of the majority of employers.

The information disclosed by the placement agencies relating to their organizational size, geographical scope of service, and applicant processing capacity, indicated that one centrally located organization with a maximum staff of eighteen trained people could process

two thousand officers per month. Such an organization could administer aptitude and proficiency tests, perform psychological and occupational counseling, and carry out job placements.

From the results of this study, it appears that a reasonable program for the assistance of retiring naval officers is justifiable. The need for a job analysis of naval officer duties in relation to civilian job equivalents, to be written in the terminology of civilian industry, has been clearly demonstrated. The importance of such an analysis has been emphasized by repeated indications of a general lack of understanding and knowledge of naval officer training and experience and how such training and experience might apply to private business. If civilian employers, placement agencies, and retiring naval officers could be informed of these job relationships, the evidence indicates that the employment picture for retiring naval officers would be materially improved.

Employability and employment opportunities fluctuate with changes in the business and economic cycle and with the size of the labor market. Current information of this nature should be made available to officers approaching retirement status.

There is evidence indicating the need for retiring naval officers to prepare themselves mentally and

psychologically for retirement. Retiring officers could be assisted in this connection by being furnished printed matter pertaining to the psychological aspects, the physical and medical aspects, and general information on retirement.

In preparing personal experience resumé's on retiring naval officers, it has been emphasized that thoroughness means success. An employment agency's ability to answer some seemingly unimportant question regarding an individual may mean the difference between success and failure in job placement. An individual officer, seeking employment on his own, may be confronted by the same situation.

The comments and suggestions contributed to this study by civilian employers and private employment agencies leave little doubt that a naval officer who is approaching the age of retirement should plan for it just as carefully as he planned his earlier career. Any assistance given to retiring officers in the preparation of these plans will be added protection for the Navy's investment in these men.

APPENDIX I

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TABLE I RETIREMENTS USN AND USNR (INCLUDING NURSES
COMMENCING SEPTEMBER 1947) CALENDAR YEARS
1940 THROUGH NOVEMBER 1949*

	TOTALS	TOTAL USN	TOTAL USNR
GRAND TOTAL	8,095	4,583	3,512
Total Physical Disability	6,109	2,886	3,223
1949 (to date)	300	166	134
1948	420	235	185
1940 thru 1947	5,389	2,485	2,904
Total Voluntary	1,188	1,143	45
1949 (to date)	147	139	8
1948	177	173	4
1940 thru 1947	864	831	33
Total Statutory	264	264	0
1949 (to date)	16	16	0
1948	15	15	0
1940 thru 1947	233	233	0
Total Involuntary	290	290	0
1949 (to date)	139	139	0
1948	0	0	0
1940 thru 1947	151	151	0
Public Law 810	244	0	244
1949 (to date)			

* Excludes honorary retired and combat citation rank (condensed from data compiled by the Bureau of Naval Personnel Pers. 252-GM, Navy Department, Washington, D. C.)

TABLE II ESTIMATED RETIRED OFFICER LIST* AS OF
1 JANUARY 1949

	TOTAL	USN	USNR
GRAND TOTAL	14,152	10,841	3,311
Physical Disability	7,938	4,701	3,237
Voluntary	1,794	1,740	54
Involuntary	625	625	0
Statutory Age	242	222	20
Public Law 305#	3,553	3,553	0

* Excludes retired officers on active duty: USN 93; USNR 2; and honorary retired

Former enlisted men advanced to highest rank held in World War II

(Condensed from data compiled by the Bureau of Naval Personnel, Pers-25, Navy Department, Washington, D. C.)

TABLE II
ESTIMATED COSTS OF THE PROJECT, 1964-1965

Item	1964	1965	Total
Construction	10,000	10,000	20,000
Equipment	5,000	5,000	10,000
Operating	1,000	1,000	2,000
Maintenance	500	500	1,000
Salaries	500	500	1,000
Grants and gifts	500	500	1,000

* Includes estimated costs of the project, 1964-1965.
Total of 10,000.

* Includes estimated costs of the project, 1964-1965.
Total of 10,000.

* Includes estimated costs of the project, 1964-1965.
Total of 10,000.

TABLE III PERCENTAGES OF RANKS AUTHORIZED IN THE NAVY,
PROPORTIONS PER 1,000 JUNIOR OFFICERS, AND
ATTRITION RATES

RANK	AUTHORIZED PROPORTION PER CENT*	NO. PER RANK PER 1000 JG'S & ENS.	STEP ATTRITION PER CENT	CUMULATIVE ATTRITION PER CENT	ATTRITION BETWEEN RANKS PER CENT
Adm.	.75	19	13.7	93.1	87.82
Capt.	6.00	156	15.6	84.4	50.00
Cdr.	12.00	312	15.5	68.8	33.19
Lcdr.	18.00	467	17.6	53.3	27.37
Lt.	24.75	643	35.7	35.7	35.70
Lt. (jg)					
Ens.	38.50	1,000	--	--	--

* Figures taken from Public Law 381, 80th Congress,
Section 303 (a).

TABLE III. PERCENTAGE OF ALKYL GROUPS IN THE POLYMERIZATION OF VINYL MONOMERS IN THE PRESENCE OF AROMATIC AMIDES.

NAME	PERCENTAGE OF ALKYL GROUPS IN THE POLYMERIZATION OF VINYL MONOMERS IN THE PRESENCE OF AROMATIC AMIDES	PERCENTAGE OF ALKYL GROUPS IN THE POLYMERIZATION OF VINYL MONOMERS IN THE PRESENCE OF AROMATIC AMIDES	PERCENTAGE OF ALKYL GROUPS IN THE POLYMERIZATION OF VINYL MONOMERS IN THE PRESENCE OF AROMATIC AMIDES	PERCENTAGE OF ALKYL GROUPS IN THE POLYMERIZATION OF VINYL MONOMERS IN THE PRESENCE OF AROMATIC AMIDES	PERCENTAGE OF ALKYL GROUPS IN THE POLYMERIZATION OF VINYL MONOMERS IN THE PRESENCE OF AROMATIC AMIDES
1.0	1.0	1.0	1.0	1.0	1.0
2.0	2.0	2.0	2.0	2.0	2.0
3.0	3.0	3.0	3.0	3.0	3.0
4.0	4.0	4.0	4.0	4.0	4.0
5.0	5.0	5.0	5.0	5.0	5.0
6.0	6.0	6.0	6.0	6.0	6.0
7.0	7.0	7.0	7.0	7.0	7.0
8.0	8.0	8.0	8.0	8.0	8.0
9.0	9.0	9.0	9.0	9.0	9.0
10.0	10.0	10.0	10.0	10.0	10.0
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15.0	15.0	15.0	15.0	15.0	15.0
16.0	16.0	16.0	16.0	16.0	16.0
17.0	17.0	17.0	17.0	17.0	17.0
18.0	18.0	18.0	18.0	18.0	18.0
19.0	19.0	19.0	19.0	19.0	19.0
20.0	20.0	20.0	20.0	20.0	20.0
21.0	21.0	21.0	21.0	21.0	21.0
22.0	22.0	22.0	22.0	22.0	22.0
23.0	23.0	23.0	23.0	23.0	23.0
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36.0	36.0	36.0	36.0	36.0	36.0
37.0	37.0	37.0	37.0	37.0	37.0
38.0	38.0	38.0	38.0	38.0	38.0
39.0	39.0	39.0	39.0	39.0	39.0
40.0	40.0	40.0	40.0	40.0	40.0
41.0	41.0	41.0	41.0	41.0	41.0
42.0	42.0	42.0	42.0	42.0	42.0
43.0	43.0	43.0	43.0	43.0	43.0
44.0	44.0	44.0	44.0	44.0	44.0
45.0	45.0	45.0	45.0	45.0	45.0
46.0	46.0	46.0	46.0	46.0	46.0
47.0	47.0	47.0	47.0	47.0	47.0
48.0	48.0	48.0	48.0	48.0	48.0
49.0	49.0	49.0	49.0	49.0	49.0
50.0	50.0	50.0	50.0	50.0	50.0

* Percentages were calculated from the data in Table I.

TABLE IV ESTIMATED NUMBER OF NAVAL OFFICER DISCHARGES AND RETIREMENTS PER YEAR ASSUMING A TOTAL OF 45,000* OFFICERS AND PROMOTION AND FORCED ATTRITION IN ALL RANKS EACH YEAR

RANK	OFFICERS IN RANK, NUMBER	NORMAL YEARS IN RANK, NUMBER	YEARLY PROMOTION ELIGIBILITY,	ATTRITION RATE BETWEEN RANKS, PER CENT	YEARLY DISCHARGES & RETIREMENT
Ens. & Lt.(jg)	17,325	6	2,887	35.70	1,030
Lt.	11,137	6	1,856	27.37	508
Lcdr.	8,100	6	1,183	33.19	393
Cdr.	5,400	7	771	50.00	386
Capt.	2,700	5	540	87.82	474
Adm.	336	--	--	--	66
TOTALS	45,000	30			2,857

* Estimated figure calculated from data taken from Act of 18 April 1946: 60 Statute 92: 34, U. S. C. A. 151, 2.

APPENDIX II

c/o PROFESSOR OF NAVAL SCIENCE
OHIO STATE UNIVERSITY
COLUMBUS 10, OHIO

Dear Sir:

I am a commissioned officer in the U. S. Navy currently assigned as a post graduate student in the Personnel Administration and Training course at Ohio State University.

I have selected a thesis subject pertaining to civil re-adjustment education and civilian employment opportunities for retiring naval officers, about which I am seeking information.

It is not desired to add to your administrative burden, therefore only datum which is readily available in printed or mimeographed form is requested. Forms such as application for employment, interview forms, exit interview forms, medical examination forms, insurance application forms, and retirement plan applications are of interest. Copies of retirement, insurance, and benefit plans, if available, would also be appreciated.

The questions in the enclosed questionnaire are given as a guide and it is hoped that you will write as much or as little as you please about them.

I would appreciate your immediate response to this questionnaire. A self-addressed envelope is enclosed for your convenience. Please understand that your name will not be mentioned in any way or in any connection with this thesis.

May I expect the return of the completed questionnaire at your earliest convenience?

Very truly yours,

R. B. Bretland, CDR. USN
c/o NROTC Unit
Ohio State University
Columbus 10, Ohio

PLEASE RETURN TO CDR. R. B. BRETLAND, USN
c/o NROTC UNIT O.S.U. COLUMBUS 10, OHIO

THESIS QUESTIONNAIRE

1. In hiring executives or supervisory employees, what age group is considered most desirable? (fill in or circle one) 20 to 25, 25 to 30, 30 to 35, 35 to 40, 40 to 45, 45 to 50, ____ to ____
2. Above what age group is it considered undesirable to employ executives or supervisory personnel? (circle one) 30 to 35, 35 to 40, 40 to 45, 45 to 50, 50 to 55.
3. Which policy for filling executives positions in the organization is followed? (mark one)
 - a. Never hire executives from outside source, always fill positions by promotion up from within the ranks of the organization.
 - b. All executive positions are filled by bringing in the best qualified personnel from sources outside the organization.
 - c. Promote executives from within the ranks and hire executives from outside sources in approximately equal percentage.
 - d. Promote executives from within the ranks only occasionally.
 - e. Hire executives from outside sources only occasionally.
4. Have any former naval officers been in your employ in the past 20 years, if so circle the status and fill in the number employed.
 - a. Involuntarily retired on 30 years service. ____
 - b. Involuntarily retired on 25 years service. ____
 - c. Involuntarily retired on 20 years service. ____
 - d. Voluntarily retired. ____
 - e. Former reserve officers. ____
 - f. No record of any former naval officers having been employed.
5. If former naval officers have been employed, did they possess any particular distinguishing attributes?
(list as many as noted or state none)
6. If former naval officers have been employed, did they possess any objectionable habits or Navy "hold-over" behaviors that readjustment education might correct or modify? (list as many as possible or state none)

7. Have retiring naval officers ever been considered as a possible source of employees? (circle one)
 - a. Strongly considered.
 - b. Frequently considered.
 - c. Infrequently considered.
 - d. Seldom considered.
 - e. Never considered.
8. If a list of all officers retiring each year with a brief experience summary were made available, would you be interested in receiving a copy? (circle one)
 - a. Most interested.
 - b. Very interested.
 - c. Moderately interested.
 - d. Passing interest.
 - e. Not interested.
9. Some naval officers are honorably released from service at a younger age, having not been selected for promotion within the required time in rank; in this case when applying for employment, what specific information would be required? (circle one)
 - a. A complete resume of the officer's record with a statement from the Navy as to why he was not promoted.
 - b. Complete resume of duties performed only.
 - c. Honorable service document only.
 - d. Not interested in reasons for failure in promotion, prefer to make own predictions as to potentialities.
 - e. Would not consider hiring personnel having failed promotion in the service.
10. What informational points are considered the most important for an applicant to cover in a job resume? (list in order of importance)
11. What positions are considered to be of such a nature that retired naval officers would qualify? (list as many as possible)

QUESTIONS DEALING WITH INDUSTRIAL OR COMMERCIAL
RETIREMENT POLICY

12. At what age is industrial retirement recommended? (circle one) 55, 60, 65, 70, ____

7. Have political views different from those held by a political party or movement (include any):
- a. Communist Party
 - b. Socialist Party
 - c. Labor Party
 - d. Other Party
 - e. Other Party
8. Is there any other political party or movement which you are affiliated with or support (include any):
- a. None
 - b. Other Party
 - c. Other Party
 - d. Other Party
 - e. Other Party
9. Have you ever been a member of any political party or movement (include any):
- a. Yes
 - b. No
 - c. Other Party
 - d. Other Party
 - e. Other Party
10. Have you ever been a member of any political party or movement (include any):
- a. Yes
 - b. No
 - c. Other Party
 - d. Other Party
 - e. Other Party
11. Have you ever been a member of any political party or movement (include any):
- a. Yes
 - b. No
 - c. Other Party
 - d. Other Party
 - e. Other Party
12. Have you ever been a member of any political party or movement (include any):
- a. Yes
 - b. No
 - c. Other Party
 - d. Other Party
 - e. Other Party

13. Pertaining to industrial retirement policy, should retirement be: (circle one)
- a. Mandatory at a fixed age.
 - b. Optional with the employee as long as he maintains required production standards.
 - c. Flexibility in the retirement age requirements to facilitate advancements.
 - d. No age limitation.
14. At what age is it considered retirement should be mandatory? (circle one) 55, 60, 65, 70, ____
15. If retirement is based on years of service with an organization, what limits are recommended?
- Minimum years service (circle one) 15, 20, 25, 30, 35, 40
 - Maximum years service (circle one) 20, 25, 30, 35, 40, 45
16. Is the responsibility for education and preparation of personnel for adjustment to the change that accompanies retirement considered: (circle one)
- a. Entirely the responsibility of the company.
 - b. Company should accept the majority of the responsibility.
 - c. Approximately a 50-50 responsibility.
 - d. Responsibility officially not assumed, but small voluntary program exists.
 - e. Entirely the employee's responsibility (except for the retirement pension).
17. Would interest in retiring naval officers as prospective employees be affected by their willingness to accept lower pay? (circle one)
- a. Would be very much more interested.
 - b. Would be more interested.
 - c. Would be moderately more interested.
 - d. Would be slightly more interested.
 - e. Would be of no additional interest.

NAME (optional) _____

TABLE V LIST OF CITIES TO WHICH CIVILIAN EMPLOYER
QUESTIONNAIRES WERE SENT

AREA & CITY	NAVAL DISTRICT	POP. 1940 CENSUS*	SIZE RANK U.S. CITIES*	CIVILIAN EMPLOYERS RECEIVING NUMBERS PER CITY
<u>ATLANTIC & GULF COAST</u>				
Boston, Mass.	1	770,816	9	15
New York, N.Y.	3	7,454,995	1	35
Philadelphia, Pa.	4	1,931,384	3	25
Baltimore, Md.	5	859,100	7	5
Jacksonville, Fla.	6	173,065	47	9
Miami, Fla.	6	172,172	48	10
New Orleans, La.	8	494,537	15	9
<u>INLAND CITIES</u>				
Pittsburgh, Pa.	4	671,569	10	19
Cleveland, Ohio	9	878,336	6	21
Detroit, Mich.	9	1,623,452	4	23
Chicago, Ill.	9	3,396,808	2	31
St. Louis, Mo.	9	816,048	8	8
Denver, Colo.	9	322,412	24	7
Louisville, Ky.	9	319,077	25	4
Atlanta, Ga.	6	302,388	28	5
Dallas, Texas	8	294,734	31	5
<u>PACIFIC COAST</u>				
Los Angeles, Cal.	11	1,504,277	5	21
San Francisco, Cal.	12	634,536	12	13
Oakland, Cal.#	12	302,183	29	10
Portland, Ore.	13	305,394	27	6
Seattle, Wash.	13	368,302	22	9
TOTALS		23,595,415		299

* Figures taken from Rand McNally Atlas of the United States 1946.

San Francisco and Oakland counted as one city.

APPENDIX III

c/o PROFESSOR OF NAVAL SCIENCE
OHIO STATE UNIVERSITY
COLUMBUS 10, OHIO

Dear Sir:

I am a commissioned officer in the U. S. Navy currently assigned as a post graduate student in the Personnel Administration and Training course at Ohio State University. I have selected a thesis subject pertaining to civil readjustment education and civilian employment opportunities for retiring naval officers, about which I am seeking information.

There are three categories of retiring naval officers being considered, namely:

1. Officers retiring with 30 years service at an average age of approximately 55 years.
2. Officers retiring voluntarily with 20 years service at an average age of approximately 45 years.
3. Officers selected out with less than 18 years service at ages ranging approximately from 28 to 40.

I am interested in determining what can be done to assist retiring naval officers so that they can best help themselves readjust to civilian life. I am also interested in what job resume data on training, capabilities, and experience would be most useful when seeking employment through civilian employment agencies.

I would greatly appreciate any material such as application forms, life abstract forms, job resume forms, counselor-applicant contract interview forms and any other related data.

It is not desired to add to your administrative burden, therefore only datum which is readily available in printed or mimeograph form is requested; however, any additional advice or comment you might wish to make is solicited.

The questions in the enclosed questionnaire are given as a guide and it is hoped that you will write as much or as little as you please about them.

I would appreciate your immediate response to this questionnaire. A self-addressed envelope is enclosed for your convenience. Please understand that your name will not be mentioned in any way or in any connection with this thesis.

May I expect the return of the completed questionnaire at your earliest convenience?

Very truly yours,

R. B. Bretland, Cdr. USN
c/o NROTC Unit
Ohio State University
Columbus 10, Ohio

I would appreciate your sending me this copy.
 I have a self-addressed envelope in which to
 put your answer. I am sure that you will
 not be troubled in any way by this letter and
 this speaks.

But I know the value of my original possession
 of your letter and I am sure that you will

Yours truly,
 J. E. H. H. H.

J. E. H. H. H.
 1010 10th St.
 1010 10th St.
 1010 10th St.

PLEASE RETURN TO CDR. R. B. BRETLAND, USN
c/o NROTC UNIT O.S.U. COLUMBUS 10, OHIO

THESIS QUESTIONNAIRE

1. Approximately how many retired or former naval officers have been placed in employment by your company in the last 15 years? (circle one) 0, 5, 10, 20, 25, 50, ____
2. What are the primary difficulties encountered in placing retired naval officers? (list as many as possible)
3. Considering the average retiring naval officer, how would he be looked upon as a client for employment? (circle one)
 - a. A very desirable client with excellent employment potentialities.
 - b. A better than average client with above average employment potentialities.
 - c. An average client with average employment potentialities.
 - d. An acceptable client with below average employment potentialities.
 - e. Would prefer not to have them as clients.
4. What naval specialties present the least problem in job placement? (number in order of favorability)

____ Gunnery	____ Communications
____ Navigation	____ Engineering
____ Electronics	____ Personnel Administration
5. In what jobs do you consider general line officers to be most apt to find employment? (list as many as possible)
6. Above what age would you consider it impractical for retiring naval officers to attempt to find employment? (circle one) 40, 45, 50, 55, 60, ____
7. How do you view the opportunities for employment of the following age groups? (in each age group, circle one)

30 to 35;	Excellent	Good	Fair	Poor	Bad
35 to 40;	Excellent	Good	Fair	Poor	Bad
40 to 45;	Excellent	Good	Fair	Poor	Bad
45 to 50;	Excellent	Good	Fair	Poor	Bad
50 to 55;	Excellent	Good	Fair	Poor	Bad

8. Some employers have had particular objections to retired naval personnel as employees. Number the following list in the order of most frequently noted objections, crossing out those that have not been noted, and adding any not included.
- | | |
|----------------------------|--|
| <u>Overbearing</u> | <u>Bruskeness</u> |
| <u>Lack of Initiative</u> | <u>Superior Attitude</u> |
| <u>Commanding Attitude</u> | <u>Unwillingness to Ac-</u>
<u>cept Prestige Decrease</u> |
9. To what degree, if any, do employers have objections to hiring retired naval officers? (mark one)
- Strongly Against
 - Prefer Not Employing
 - No Particular Objection
10. What attributes do you consider retired naval officers possess that might make them desirable employees? (list as many as possible)
11. In a career resume, what facts or points do you consider most important in interviewing for employment? (list in order of importance)
12. What are the important factors of presentation of resume data to the employer? (list in order of importance)
13. If retired naval officers, drawing a pension, approached the employment problem with a willingness to work for a lower amount than normally paid, would this improve their employment possibilities? (circle one)
- Greatly Improve
 - Very Favorable Improvement
 - Slight Improvement
 - No Improvement
 - Would Reduce Possibilities
14. Do you have any particular advice for retiring naval officers seeking employment as to conduct, attitude, approach, etc.? (comment)
15. What is the geographic scope of your service? (circle one or fill in blank)
- City of business address only
 - State of business address only
 - The entire United States
 - Worldwide
 - e.

16. Approximatel how many offices are necessary to maintain the service indicated in question #15?

17. Approximately how many applicants can your present organization process per month?
18. Approximately how many employees would be considered necessary to efficiently operate an employment service office in a city of a million population?

19. Any additional comment that you consider pertinent and care to add will be appreciated.

TABLE VI LIST OF CITIES TO WHICH EMPLOYMENT AGENCY
QUESTIONNAIRES WERE SENT

AREA & CITY	NAVAL DISTRICT	POP. 1940 CENSUS*	SIZE RANK U.S. CITIES*	EMPLOYMENT AGENCIES RECEIVING NUMBER PER CITY
<u>ATLANTIC & GULF COAST</u>				
Boston, Mass.	1	770,816	9	13
New York, N.Y.	3	7,454,995	1	19
Philadelphia, Pa.	4	1,931,834	3	18
Baltimore, Md.	5	859,100	7	11
Jacksonville, Fla.	6	173,065	47	5
Miami, Fla.	6	172,172	48	10
New Orleans, La.	8	494,537	15	9
<u>INLAND CITIES</u>				
Pittsburgh, Pa.	4	671,569	10	10
Cleveland, Ohio	9	873,336	6	15
Detroit, Mich.	9	1,623,452	4	13
Chicago, Ill.	9	3,396,808	2	30
St. Louis, Mo.	9	816,048	8	15
Denver, Colo.	9	322,412	24	10
Louisville, Ky.	9	319,077	25	4
Atlanta, Ga.	6	302,298	28	8
Dallas, Texas	8	294,734	31	13
<u>PACIFIC COAST</u>				
Los Angeles, Cal.	11	1,504,277	5	25
San Francisco, Cal.	12	634,536	12	14
Oakland, Cal. #	12	302,163	29	12
Portland, Ore.	13	305,394	27	9
Seattle, Wash.	13	368,502	22	15
TOTALS		23,595,415		278

* Figures taken from Rand McNally Atlas of the United States 1946

San Francisco and Oakland counted as one city.

APPENDIX IV

TABLE VII PERCENTAGES OF 104 CIVILIAN EMPLOYER VIEWS
ON AGE GROUPS CONSIDERED MOST DESIRABLE WHEN
HIRING EXECUTIVES OR SUPERVISORY EMPLOYEES

AGE GROUP	CIVILIAN EMPLOYERS MENTIONING, PER CENT
20 to 25	2
25 to 30	10
30 to 35	28
35 to 40	24
40 to 45	14
45 to 50	3
Age Not Considered a Factor	15
No Response	4

TABLE VIII PERCENTAGES OF 104 CIVILIAN EMPLOYERS INDI-
CATING AGE GROUP ABOVE WHICH HIRING OF
EXECUTIVES OR SUPERVISORY EMPLOYEES IS CON-
SIDERED UNDESIRABLE

AGE GROUP	CIVILIAN EMPLOYERS MENTIONING, PER CENT
35 to 40	1
40 to 45	4
45 to 50	23
50 to 55	36
Age Not Considered a Factor	22
No Response	14

TABLE VII. SUMMARY OF THE CIVIL SERVICE TESTS
ON THE BASIS OF THE CIVIL SERVICE TESTS
ON THE BASIS OF THE CIVIL SERVICE TESTS

TEST SCORE	PERCENTAGE OF CIVIL SERVICE TESTS
80 to 90	10
70 to 80	20
60 to 70	30
50 to 60	20
40 to 50	10
30 to 40	5
20 to 30	10
10 to 20	5

TEST SCORE	PERCENTAGE OF CIVIL SERVICE TESTS
80 to 90	10
70 to 80	20
60 to 70	30
50 to 60	20
40 to 50	10
30 to 40	5
20 to 30	10
10 to 20	5

TABLE IX PERCENTAGES OF 77 CIVILIAN EMPLOYERS ASSIGNING DEGREES OF INTEREST IN OBTAINING NAVAL OFFICERS AS A POSSIBLE EMPLOYEE SOURCE

DEGREE OF CONSIDERATION	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Frequently Considered	14
Infrequently Considered	19
Seldom Considered	31
Never Considered	32
No Response	4

TABLE X PERCENTAGES OF 77 CIVILIAN EMPLOYERS ASSIGNING DEGREES OF INTEREST IN RECEIVING EXPERIENCE RESUMES OF RETIRING NAVAL OFFICERS

DEGREE OF INTEREST	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Very Interested	8
Moderately Interested	19
Passing Interest	28
Not Interested	40
No Response	5

TABLE II. SUMMARY OF THE RESULTS OF THE ANALYSIS OF THE DATA OBTAINED FROM THE EXPERIMENTAL STUDY OF THE EFFECT OF THE CONCENTRATION OF THE SOLUTION ON THE RATE OF THE REACTION.

CONCENTRATION OF THE SOLUTION	PERCENTAGE OF THE REACTION COMPLETED AT THE END OF THE REACTION
0.1M	100
0.2M	100
0.3M	100
0.4M	100
0.5M	100

TABLE III. SUMMARY OF THE RESULTS OF THE ANALYSIS OF THE DATA OBTAINED FROM THE EXPERIMENTAL STUDY OF THE EFFECT OF THE CONCENTRATION OF THE SOLUTION ON THE RATE OF THE REACTION.

CONCENTRATION OF THE SOLUTION	PERCENTAGE OF THE REACTION COMPLETED AT THE END OF THE REACTION
0.1M	100
0.2M	100
0.3M	100
0.4M	100
0.5M	100

TABLE XI PERCENTAGES OF 80 CIVILIAN EMPLOYERS ASSIGNING DEGREES OF INTEREST IN SPECIFIC NAVAL RECORD INFORMATION IN EXPERIENCE RESUMES

INFORMATION SPECIFIED	CIVILIAN EMPLOYERS MENTIONING, PER CENT
A Complete Resume' of the Officer's Record with a Statement from the Navy as to Why He Was Not Promoted	32
Complete Resume' of Duties Performed Only	19
Honorable Service Document Only.	13
Not Interested in Reasons for Failure of Promotion, Prefer Making Own Pre- dictions as to Potentialities.	21
Would not Consider Hiring Personnel Having Failed Promotion in Service	3
No Response.	12

TABLE XI
 SUMMARY OF INVESTIGATION RESULTS
 INVESTIGATION OF CRIMINAL RECORDS

INVESTIGATION RESULTS	STATUS OF CRIMINAL RECORDS
1. Criminal Record of the Defendant	Not Available
2. Criminal Record of the Defendant's Family	Not Available
3. Criminal Record of the Defendant's Associates	Not Available
4. Criminal Record of the Defendant's Neighbors	Not Available
5. Criminal Record of the Defendant's Employer	Not Available
6. Criminal Record of the Defendant's School	Not Available
7. Criminal Record of the Defendant's Military Service	Not Available
8. Criminal Record of the Defendant's Previous Employers	Not Available
9. Criminal Record of the Defendant's Previous Schools	Not Available
10. Criminal Record of the Defendant's Previous Military Service	Not Available
11. Criminal Record of the Defendant's Previous Employers	Not Available
12. Criminal Record of the Defendant's Previous Schools	Not Available
13. Criminal Record of the Defendant's Previous Military Service	Not Available
14. Criminal Record of the Defendant's Previous Employers	Not Available
15. Criminal Record of the Defendant's Previous Schools	Not Available
16. Criminal Record of the Defendant's Previous Military Service	Not Available
17. Criminal Record of the Defendant's Previous Employers	Not Available
18. Criminal Record of the Defendant's Previous Schools	Not Available
19. Criminal Record of the Defendant's Previous Military Service	Not Available
20. Criminal Record of the Defendant's Previous Employers	Not Available
21. Criminal Record of the Defendant's Previous Schools	Not Available
22. Criminal Record of the Defendant's Previous Military Service	Not Available
23. Criminal Record of the Defendant's Previous Employers	Not Available
24. Criminal Record of the Defendant's Previous Schools	Not Available
25. Criminal Record of the Defendant's Previous Military Service	Not Available
26. Criminal Record of the Defendant's Previous Employers	Not Available
27. Criminal Record of the Defendant's Previous Schools	Not Available
28. Criminal Record of the Defendant's Previous Military Service	Not Available
29. Criminal Record of the Defendant's Previous Employers	Not Available
30. Criminal Record of the Defendant's Previous Schools	Not Available

TABLE XII EMPLOYMENT APPLICATION INFORMATION REQUESTED
BY CIVILIAN EMPLOYERS

PERSONAL INFORMATION

Name - First, Middle, Last - Maiden (if married female)
 Phone Number - Own or Neighbors, Soc. Sec. Number
 Address - Present and Last Two, Street No., City,
 State, How Long at Each
 Notify in Case of Accident - Name, Address, Phone,
 Relationship
 Own Home - Paying on Home, Rent, Board, Live with
 Parents, Live with Relatives
 Birthplace - City, State and Country - Natural Born,
 Naturalized or Alien
 National Descent, Birth Date (can proof be furnished),
 Church Affiliation
 Age, Sex, Color, Weight, Height, Color of Eyes, Color
 Hair
 Dependents - Total Children and Age of Each, Total
 Other Legal Dependents
 Married, Single, Divorced, Widowed, Separated - Wife
 or Husband Employed - By Whom
 Savings Account - What Bank, Life Insurance - How Much
 Military Service, Dates and Branch of Service, Date
 of Discharge, Type, Present Member of Reserves,
 State Guard or Other Active Military Organization
 Arrests - Jail, Prison or Military Court Sentences,
 Dates and Places
 Hobbies, Sports, and Reading Interests, Memberships
 in Clubs, Lodges or Organizations

HEALTH

Physical Defects and Present Health Condition - (Good,
 Average, Poor)
 Days Lost in Last Year Due to Illness, Physician's
 Name, Nature of Illness
 Had Tuberculosis, Had Rheumatism, Ruptured, Epileptic,
 Heart Conditions
 Ever Been Refused Life Insurance - Why
 Require Glasses, All the Time, Work Only, Read Only
 Receiving Pension or Compensation for any Disability
 (military or work)

EDUCATION

Schools Attended - Grade, High, College and Others
Name and Location, Year Finished, Major Subjects,
Graduated
Correspondence and Special Courses, Trade, Business
or Night School Completed
Apprenticeship - Company, Craft Learned, Total Years,
Machines - Speed or Skill

WORK EXPERIENCE

Position Applied For, Second Choice, Least Salary
Acceptable
Objection to Night Work, Day Work, How Soon Available
If Now Employed - Reason for Change, May We Contact
Present Employer
Past Employment with This Company, When, Where, What
Capacity, Reason for Leaving
Last Four Employers - Names, Locations, Dates Started
and Dates Quit, Positions Held, Salary Received,
Reasons for Leaving each Position
Space for Additional Work or Skill Information

REFERENCES

Friends or Relatives Working for this Company (two)
References - Not Relatives, Not Past Employers (three)
Names, Addresses, Occupation, Phone Number of Each,
Person or Service Who sent You to this Company

STATEMENT FOR ACCEPTING EMPLOYMENT

Agree to Physical Examination, Company Rules, Group
Insurance, etc.
False statement or omission cause for discharge
(affirm statements are correct)
Applicant Signature (in full), Date

TABLE XIII PERCENTAGES OF 77 CIVILIAN EMPLOYERS RECOMMENDING THE MOST DESIRABLE RETIREMENT AGE

AGE RECOMMENDED	CIVILIAN EMPLOYERS MENTIONING, PER CENT
60	7
65	75
70	4
No Limit	14

TABLE XIV PERCENTAGES OF 77 CIVILIAN EMPLOYERS' VIEWS ON RETIREMENT POLICY

RETIREMENT POLICY INDICATED	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Mandatory at a Fixed Age	33
Optional with the Employee as Long as he Maintains Production Standards	34
Flexibility in Retirement Age Requirements to Facilitate Advancements.	21
No Age Limitations.	2
No Response	10

TABLE III. PROPORTION OF TOTAL EMPLOYMENT IN THE
INDUSTRY AND SERVICE SECTORS

Year	Industry (%)	Service (%)
1950	10.0	90.0
1955	12.0	88.0
1960	15.0	85.0
1965	18.0	82.0

TABLE IV. PROPORTION OF TOTAL EMPLOYMENT IN THE
INDUSTRY AND SERVICE SECTORS

Year	Industry (%)	Service (%)
1950	10.0	90.0
1955	12.0	88.0
1960	15.0	85.0
1965	18.0	82.0

TABLE XV PERCENTAGES OF 77 CIVILIAN EMPLOYERS ASSIGNING A MANDATORY RETIREMENT AGE

MANDATORY RETIREMENT AGE	CIVILIAN EMPLOYERS MENTIONING, PER CENT
60	3
65	43
70	26
No Limit	28

TABLE XVI PERCENTAGES OF 101 CIVILIAN EMPLOYERS INDICATING RESPONSIBILITY IN CONNECTION WITH RETIREMENT READJUSTMENT EDUCATION OF CIVILIAN EMPLOYEES

READJUSTMENT EDUCATION RESPONSIBILITY	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Entirely the Responsibility of the Company	3
Company Should Accept the Majority of the Responsibility	3
Approximately 50-50 Responsibility.	12
Responsibility not Officially Assumed, but Small Voluntary Program Exists.	20
Entirely Employees' Responsibility (except for retirement pension)	50
Company Indicated No Retirement Program	5
No Response	7

TABLE XVII PERCENTAGES OF 78 CIVILIAN EMPLOYERS INDICATING INTEREST IN RETIRING NAVAL OFFICERS AS EMPLOYEES BASED ON WILLINGNESS TO ACCEPT LOWER PAY

DEGREE OF INTEREST	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Very Much More Interested	4
More Interested	5
Moderately More Interested.	9
Slightly More Interested.	7
No Additional Interest.	63
No Response	12

THESE ARE THE RESULTS OF THE INVESTIGATION OF THE
 CASE OF THE DEATH OF THE LATE MR. J. H. BROWN
 AS REPORTED BY THE MEDICAL EXAMINER TO THE
 JURY.

FINDINGS OF THE JURY	FINDINGS OF THE JURY
The body of the deceased was found on the morning of the 1st of May, 1901, in a room at the residence of the deceased.	The body of the deceased was found on the morning of the 1st of May, 1901, in a room at the residence of the deceased.
The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.	The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.
The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.	The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.
The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.	The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.
The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.	The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.
The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.	The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.
The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.	The body was found in a room at the residence of the deceased, and was found in a room at the residence of the deceased.

APPENDIX V

TABLE XVIII PERCENTAGES OF 69 PRIVATE EMPLOYMENT
AGENCIES' PLACEMENTS OF FORMER NAVAL OFFICERS

NUMBER OF PLACEMENTS	AGENCIES MAKING PLACEMENTS, PER CENT
No Response	13
0	36
1	3
2	1
3	3
4	0
5	22
10	10
15	1
20	3
25	3
50	5

THESE ARE THE RESULTS OF THE ANALYSIS OF THE SAMPLES OF THE
 SUBSTANCE WHICH WAS ANALYZED IN THE LABORATORY OF THE
 BUREAU OF CHEMISTRY, U. S. DEPARTMENT OF AGRICULTURE.

PERCENTAGE OF SUBSTANCE	PERCENTAGE OF SUBSTANCE
10	10
15	15
20	20
25	25
30	30
35	35
40	40
45	45
50	50
55	55
60	60
65	65
70	70
75	75
80	80
85	85
90	90
95	95
100	100

TABLE XIX PERCENTAGES OF 69 PRIVATE EMPLOYMENT AGENCIES' VIEWS TOWARD RETIRED NAVAL OFFICERS AS CLIENTS AND EMPLOYMENT POTENTIALITIES

CLIENT POTENTIALITY CONSIDERATION	PLACEMENT AGENCIES MENTIONING, PER CENT
A Very Desirable Client with Excellent Employment Potentialities	6
A Better than Average Client with Above Average Employment Potentia- lities	20
An Average Client with Average Employment Potentialities.	23
An Acceptable Client with Below Average Employment Potentialities.	46
Would Prefer Not to Have them as Clients.	1
No Response.	4

THESE ARE THE RESULTS OF THE INVESTIGATION
 INTO THE CASE OF THE MISSING
 AND THE RESULTS OF THE INVESTIGATION

NAME OF THE PERSON WHO WAS INTERVIEWED	DATE OF THE INTERVIEW
A. J. B.	A. J. B.
C. D. E.	C. D. E.
F. G. H.	F. G. H.
I. J. K.	I. J. K.
L. M. N.	L. M. N.
O. P. Q.	O. P. Q.

TABLE XX PERCENTAGES OF 69 EMPLOYMENT AGENCY RATINGS
IN THE ORDER OF FAVORABILITY OF SIX NAVAL
OFFICER EXPERIENCE FIELDS AS RELATED TO EASE
OF JOB PLACEMENT

PARTICULAR NAVAL TRAINING	FAVORABILITY RATING AS RELATED TO EASE OF PLACEMENT -- EMPLOYMENT AGENCIES MENTIONING, PER CENT					
	1st.	2nd.	3rd.	4th.	5th.	6th.
Gunnery	0	0	0	3	13	84
Navigation	9	0	2	17	77	6
Electronics	22	32	43	11	0	0
Communications	0	10	36	46	6	0
Engineering	63	29	5	0	0	0
Personnel Ad- ministration	15	29	14	23	4	10

TABLE XXI PERCENTAGES OF 69 EMPLOYMENT AGENCIES
INDICATING AN AGE ABOVE WHICH SEEKING
EMPLOYMENT IS CONSIDERED IMPRACTICAL

AGE INDICATED	EMPLOYMENT AGENCIES MENTIONING, PER CENT
40	10
45	22
50	30
55	29
60	9

TABLE XI
IN THE CITY OF NEW YORK
FOR THE YEAR 1900

NAME	AGE	SEX	RELATION	EDUCATION	INDUSTRY	INCOME
John	35	M	Head of Family	High School	Teacher	\$1,200
Mary	32	F	Wife	High School	Homemaker	\$0
Robert	15	M	Son	High School	Student	\$0
Charles	12	M	Son	High School	Student	\$0
William	10	M	Son	High School	Student	\$0
Elizabeth	8	F	Daughter	High School	Student	\$0
Thomas	5	M	Son	High School	Student	\$0
Anna	4	F	Daughter	High School	Student	\$0

TABLE XII
IN THE CITY OF NEW YORK
FOR THE YEAR 1900

NAME	AGE	SEX	RELATION	EDUCATION	INDUSTRY	INCOME
John	35	M	Head of Family	High School	Teacher	\$1,200
Mary	32	F	Wife	High School	Homemaker	\$0
Robert	15	M	Son	High School	Student	\$0
Charles	12	M	Son	High School	Student	\$0
William	10	M	Son	High School	Student	\$0
Elizabeth	8	F	Daughter	High School	Student	\$0
Thomas	5	M	Son	High School	Student	\$0
Anna	4	F	Daughter	High School	Student	\$0

TABLE XVII PERCENTAGES OF 69 EMPLOYMENT AGENCIES' VIEWS
AS TO THE EMPLOYMENT POSSIBILITIES IN RELATION
TO THE AGE OF THE APPLICANT

EMPLOYMENT POSSIBILITY CONSIDERATION	AGE GROUPS OF APPLICANT, EMPLOYMENT AGENCIES MENTIONING, PER CENT				
	30-35	35-40	40-45	45-50	50-55
Excellent	45	20	5	0	0
Good	47	52	27	5	0
Fair	8	27	48	39	13
Poor	0	1	18	40	39
Bad	0	0	2	16	48

TABLE XVIII PERCENTAGES OF 69 EMPLOYMENT AGENCIES'
RATINGS IN THE ORDER MOST FREQUENTLY
NOTED OF OBJECTIONS TO RETIRED NAVAL
OFFICERS

OBJECTION	ORDER OF OBJECTIONS, EMPLOYMENT AGENCIES MENTIONING, PER CENT					
	1st.	2nd.	3rd.	4th.	5th.	6th.
Overbearing	12	17	20	17	9	5
Lack of Initiative	16	0	12	10	13	43
Commanding Attitude	16	23	15	10	9	21
Bruskness	7	7	31	36	25	5
Superior Attitude	15	25	17	17	19	5
Unwillingness to Accept Prestige Decrease	34	23	5	10	27	21

TABLE 10.11. SUMMARY OF THE DATA FOR THE 1950-51 SEASON. THE DATA ARE PRESENTED IN THE ORDER IN WHICH THEY WERE OBTAINED. THE TOTAL NUMBER OF OBSERVATIONS IS 100.

OBSERVATION	SUMMARY OF THE DATA FOR THE 1950-51 SEASON				
	1950-51	1951-52	1952-53	1953-54	1954-55
1	10	10	10	10	10
2	10	10	10	10	10
3	10	10	10	10	10
4	10	10	10	10	10
5	10	10	10	10	10

TABLE 10.12. SUMMARY OF THE DATA FOR THE 1950-51 SEASON. THE DATA ARE PRESENTED IN THE ORDER IN WHICH THEY WERE OBTAINED. THE TOTAL NUMBER OF OBSERVATIONS IS 100.

OBSERVATION	SUMMARY OF THE DATA FOR THE 1950-51 SEASON				
	1950-51	1951-52	1952-53	1953-54	1954-55
1	10	10	10	10	10
2	10	10	10	10	10
3	10	10	10	10	10
4	10	10	10	10	10
5	10	10	10	10	10

TABLE XXIV PERCENTAGES OF 69 EMPLOYMENT AGENCIES' VIEWS
PERTAINING TO EMPLOYERS' OBJECTIONS TO HIRING
RETIRED NAVAL OFFICERS

DEGREE OF OBJECTION	EMPLOYMENT AGENCIES MENTIONING, PER CENT
Strongly Against	0
Prefer Not Employing	35
No Particular Objection	60
No Response	5

TABLE XXV PERCENTAGES OF 69 EMPLOYMENT AGENCIES' OPINIONS
ON THE IMPROVEMENT OF EMPLOYMENT POSSIBILITIES
FOR RETIRING NAVAL OFFICERS WHO OFFER TO WORK
FOR LOWER PAY

DEGREE OF IMPROVEMENT	EMPLOYMENT AGENCIES MENTIONING, PER CENT
Greatly Improve	16
Very Favorably Improve	27
Slight Improvement	27
No Improvement	22
Would Reduce Employment Possibilities	8

TABLE 101. INVESTMENT IN RESEARCH AND DEVELOPMENT, 1950-1959
 (Percent of total investment in research and development)
 (Percent of total investment in research and development)

Category of investment	Percent of total investment in research and development
Basic research	30
Applied research	45
Development	25
No investment	0

TABLE 102. INVESTMENT IN RESEARCH AND DEVELOPMENT, 1950-1959
 (Percent of total investment in research and development)
 (Percent of total investment in research and development)

Category of investment	Percent of total investment in research and development
Basic research	30
Applied research	45
Development	25
No investment	0
Investment in research and development	0

TABLE XXVI JOB TYPES SUGGESTED BY CIVILIAN EMPLOYERS AND
EMPLOYMENT AGENCIES IN WHICH RETIRING NAVAL
OFFICERS MIGHT BE MOST APT TO FIND EMPLOYMENT

JOB TYPE	EMPLOYMENT AGENCIES MENTIONING, FREQUENCY	CIVILIAN EMPLOYERS MENTIONING, FREQUENCY
Clerical Admin- istration	25	18
Plant Supervision	20	5
Selling on a Com- mission	19	6
Engineering	16	25
Personnel Admin- istration	14	14
Sales Engineering	13	1
Own Business	8	0
Personnel Represen- tative	8	0
Production Control	7	7
Bank Security Officer	6	0
Electronics	5	3
Public Relations	4	4
Teaching	4	2
Confidential Bank Messenger	3	0
State or City Civil Service	2	0
Inspector	2	2
Investments	2	0
Naval Architect	2	3
Purchasing Agent	2	3
Communications Supervisor	1	0
Hotel Manager	1	0
Marine Equipment Sales	1	0
Navigator	1	4
Statistician	1	0
Dock Superintendent	0	8
Harbor Pilot	0	3
Maintenance Super- intendent	0	2
Safety Director	0	2
Transportation Superintendent	0	2
Advertising	0	1

TABLE XVII PERCENTAGES OF 69 EMPLOYMENT AGENCIES
SIGNIFYING THE GEOGRAPHIC SCOPE OF THEIR
SERVICE

GEOGRAPHIC SCOPE INDICATED	EMPLOYMENT AGENCIES MENTIONING, PER CENT
City of Business Address Only	20
State of Business Address Only	28
State of Business Address and Bordering States	8
The Entire United States	30
Worldwide	14

TABLE XXVIII PERCENTAGES OF 69 EMPLOYMENT AGENCIES
OPERATING ONE OR MORE AGENCY OFFICES

NUMBER OF OFFICES OPERATED	EMPLOYMENT AGENCIES MENTIONING, PER CENT
1	69
2	4
3	6
4	8
5	1
10	1
20	1
45	3
No Response	7

TABLE XVII
 PERCENTAGE OF THE POPULATION
 ENGAGED IN THE FOLLOWING ACTIVITIES

PERCENTAGE OF THE POPULATION	ACTIVITY
100	Engaged in the following activities only
90	Engaged in the following activities only
80	Engaged in the following activities only
70	Engaged in the following activities only
60	Engaged in the following activities only
50	Engaged in the following activities only
40	Engaged in the following activities only
30	Engaged in the following activities only
20	Engaged in the following activities only
10	Engaged in the following activities only
0	Engaged in the following activities only

TABLE XVIII
 PERCENTAGE OF THE POPULATION
 ENGAGED IN THE FOLLOWING ACTIVITIES

PERCENTAGE OF THE POPULATION	ACTIVITY
100	Engaged in the following activities only
90	Engaged in the following activities only
80	Engaged in the following activities only
70	Engaged in the following activities only
60	Engaged in the following activities only
50	Engaged in the following activities only
40	Engaged in the following activities only
30	Engaged in the following activities only
20	Engaged in the following activities only
10	Engaged in the following activities only
0	Engaged in the following activities only

TABLE XXIX PERCENTAGES OF 69 EMPLOYMENT AGENCIES
INDICATING MONTHLY CAPACITY FOR PROCESSING
JOB APPLICANTS

CAPACITY FOR PROCESSING NUMBER PER MONTH	EMPLOYMENT AGENCIES MENTIONING, PER CENT
100	8
200	9
300	10
400	9
500	19
1000	26
1500	1
2000	10
25,000*	1
No Response	8

* Agency offering world wide service with one hundred employees and forty-five branch offices.

TABLE 10. PERCENTAGE OF ANNUAL RAINFALL
 FALLING ON THE LAND AREA OF THE UNITED STATES
 1900-1910

PERCENTAGE OF ANNUAL RAINFALL FALLING ON THE LAND AREA OF THE UNITED STATES	PERCENTAGE OF ANNUAL RAINFALL FALLING ON THE LAND AREA OF THE UNITED STATES
100	100
90	90
80	80
70	70
60	60
50	50
40	40
30	30
20	20
10	10
0	0

NOTE: The above table shows the percentage of annual rainfall falling on the land area of the United States, 1900-1910.

TABLE XXX PERCENTAGES OF 69 EMPLOYMENT AGENCIES'
ESTIMATED NUMBER OF EMPLOYEES NECESSARY
TO OPERATE ONE EMPLOYMENT OFFICE

NUMBER OF EMPLOYEES	EMPLOYMENT AGENCIES INDICATING, PER CENT
2	1
3	3
4	3
5	21
6	16
7	3
8	1
9	1
10	13
11	1
15	5
18	5
No Response*	23

* Majority of this group of agencies signified this information as too confidential to disclose.

TABLE XII. PERCENTAGE OF 10-14 YEAR OLD MALES
 RECEIVING 2-4 HOURS OF DAILY RECREATION
 BY GRADE AND SEX, 1950-51

GRADE	PERCENTAGE
1	10
2	15
3	20
4	25
5	30
6	35
7	40
8	45
9	50
10	55
11	60
12	65
13	70
14	75
15	80
16	85
17	90
18	95
19	100

* Percentages of total number of students receiving 2-4 hours of daily recreation, by grade.

APPENDIX VI

AN EXAMPLE OF AN EMPLOYMENT AGENCY APPLICATION FORM

File _____

Date _____

THE
LIFE ABSTRACT
OF

Name:

Street Address:

City and State:

Telephone:

Zone:

All information given herein will be held
in the strictest confidence. Your name
will be withheld from the prospective
employer until the final negotiation;
unless specified otherwise by you.

BLANK and COMPANY
2000 West Main
Melrose 1234
Cleveland, Ohio

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1. *Journal of Management Studies*, 1990, 27, 1.

File _____

BLANK AND COMPANY
2000 West Main

PERSONAL:

Birthplace:

Date of Birth: (month, day & year)

Ancestry of Father:

Birthplace of Father:

Note: (The term "American" is ambiguous-please show actual lineage)

Height: Weight: Marital Status: Dependents:

Physical condition or defects:

Own your own home?

Automobile: Make: Model: Year:

Foreign Languages: Indicate proficiency by placing the proper symbol in columns - (E-Excellent, F-Fair, P-Poor)

Language	Speak	Read	Write
----------	-------	------	-------

Hobbies:

Affiliations: (Lodges, Clubs, Associations)

Religion:

How much life insurance do you carry?

Name each institution with whom you have banking connections:

STATE AND COUNTY
DEPT. OF AGRICULTURE

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DATE OF ISSUE: JANUARY, 1911

NUMBER OF PAGES

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BLANK AND COMPANY
2000 West Main

What position do you desire?

What positions are you qualified to fill?

Compensation desired?

Minimum accepted?

When will you be available?

Geographical location preferred?

EDUCATION

Name of High School attended?

Years attended:

Name of College (s) or University and years attended:

Degrees:

Major and Minor subjects:

Special Training:

Remarks:

Please list names and addresses of five (5) personal
references who have known you at least three (3) years.
(Please do not list former employers):

Please list names and addresses of (5) five business
references other than former employers:

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WILLIAM W. WALKER
112

WILLIAM W. WALKER

WILLIAM W. WALKER

WILLIAM W. WALKER

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WILLIAM W. WALKER

WILLIAM W. WALKER

File _____

BLANK AND COMPANY
2000 West Main

SUMMARY OF POSITIONS HELD:

Last or present position:

From:

To:

Name of Company:

Address of Company:

President of Firm:

Your Superior:

Products Manufactured:

In the space below state definitely in detail your duties and functions in each of the positions. Also state definitely how and why relations were severed.

Begin with your first position held with this company and list all positions in sequence.

Title of Position	Dates	No. of Employees Supervised	Salary
-------------------	-------	-----------------------------	--------

to the point where we believe in total war.

File _____

In the following list indicate those items with which you are familiar, either through knowledge, training, or experience.

Production Methods	Electronics
Production Procedures	Electrical Equipment
Cost Accounting	Organic Chemistry
Statements and Reports	Management
Factory Organization Charts	Analytical Ability
Simplification and Standards	Other
Job and Methods Standards	Production Standards
Rate Setting & Job Evaluation	Time and Motion Study
Personnel Methods	Planning and Scheduling
Plant Maintenance	Production and Expense Budgets
Cost Analysis	Flow, Job and Work Charts
Product Costs	Purchasing
Credits	Raw Materials Estimating
Advertising	Bonus & Wage Incentives
Contracting	Inventory Control & Stores
Expediting	Material Handling
Statistics	Depreciation & Obsolescence
Drafting	Sales
Tool & Die Design- ing	Collections
	Timekeeping & Payroll
	Procurement

IN THE FOLLOWING LIST INDICATE HOW MANY TIMES YOU AND YOUR FAMILIAL OTHER PERSONS (SPOUSE, CHILDREN, SIBLINGS, ETC.) HAVE:

Finance

Construction

Machine Designing

Product Designing

Television

Research Procedure

Inorganic Chemistry

Supervision

Creative Ability

Name raw materials and products with which you have had experience, (such as ferrous or non-ferrous metals, plastics, chemicals, etc.)

AN EXAMPLE OF AN EMPLOYMENT AGENCY JOB PLACEMENT CONTRACT

(ORIGINAL)
AGREEMENT

AGREEMENT between John Doe and BLANK and COMPANY, 2000 West Main, Cleveland, Ohio.

IN the event I, the undersigned, accept any position through or in consideration of the services so rendered, directly or indirectly by BLANK and COMPANY, I agree to pay to BLANK and COMPANY, its successors or assigns, the following fees:

1. An amount equal to four per cent (4%) of one year's salary and/or drawing account hereinafter described as income for a position, paying me less than \$2,000.00 per year.

2. An amount equal to five per cent (5%) of one year's income for a position paying me \$2,000.00 per year or over and less than \$4,000.00 per year.

3. An amount equal to seven per cent (7%) of one year's income for a position paying me \$4,000.00 per year or over and less than \$6,000.00 per year.

4. An amount equal to ten per cent (10%) of one year's income for a position paying me \$6,000.00 per year or over and less than \$15,000.00 per year.

5. An amount equal to twelve per cent (12%) of one year's income for a position paying \$15,000.00 per year or over and less than \$25,000.00 per year.

6. An amount equal to fifteen per cent (15%) of one year's income for a position paying me \$25,000.00 per year or over.

IT is further agreed that:

1. Should I lose the position through fault of my own or voluntarily leave such position, I agree to pay the entire fee heretofore provided for said position.

2. Should I lose the position for any reason except as hereinabove provided, within thirty (30) days of

IN WITNESS WHEREOF, I have hereunto set my hand and seal at the City of New York, this 10th day of April, 1954.

(SIGNED)

WILLIAM

WILLIAM DOUGLASS, Esq., of New York, New York, and County of New York, State of New York, is hereby designated as the agent for the purpose of receiving and transmitting all communications to and from the undersigned.

IT IS HEREBY ORDERED that the undersigned, William Douglas, Esq., of New York, New York, and County of New York, State of New York, is hereby designated as the agent for the purpose of receiving and transmitting all communications to and from the undersigned.

IT IS HEREBY ORDERED that the undersigned, William Douglas, Esq., of New York, New York, and County of New York, State of New York, is hereby designated as the agent for the purpose of receiving and transmitting all communications to and from the undersigned.

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date of employment, I agree to pay a fee of an amount equal to twenty-five per cent (25%) of the income received during such period of employment.

I specifically agree that all fees to be paid BLANK and COMPANY for services so rendered, shall be due and payable in full within three (3) days after verbal acceptance of position, unless otherwise provided in writing and secured by promissory note.

IT is understood that such fee is a flat amount and is not contingent upon actual earnings of one year, but is computed upon the compensation agreed upon between applicant and the employer at the time of acceptance of a position and is not subject to change of earnings thereafter, otherwise reduced or increased.

IT is further agreed and understood all fees due BLANK and COMPANY, its successors or assigns, that are not paid within a period of thirty (30) days after acceptance of position, will bear interest at the rate of six per cent (6%) per annum until paid.

I have read, and do so agree to the terms of the agreement.

DATE _____ SIGNED _____ ADDRESS _____

After the employment, I wrote to her a letter of appreciation
 dated 10/10/1944 for her letter of 10/10/1944.
 signed during your period of employment.

I specifically mention that I have no more to say
 about the employment of the employee, and I
 am not aware of any other facts that may be
 relevant to the employment, and I am not aware of any
 other facts that may be relevant to the employment.

It is understood that the employee is a full-time
 employee and is not a part-time employee. The employee
 is not a part-time employee and is not a full-time
 employee. The employee is not a part-time employee
 and is not a full-time employee. The employee is
 not a part-time employee and is not a full-time
 employee.

It is further understood that the employee is a full-time
 employee and is not a part-time employee. The employee
 is not a part-time employee and is not a full-time
 employee. The employee is not a part-time employee
 and is not a full-time employee. The employee is
 not a part-time employee and is not a full-time
 employee.

I have read, and am aware of, the facts of the
 employment.

AN EXAMPLE OF AN EMPLOYMENT AGENCY BUSINESS CONTACT LETTER

BLANK and COMPANY
2000 West Main
Cleveland, Ohio

Refer to: File No. 4321
Sales Engineer

A young client of ours--with that seldom found combination of true engineering ability and a sales personality--is interested in selling in the Michigan area.

Two years as development engineer responsible for design, testing, development and research, in connection with automobile gauges, has given him wide practical experience. Increased customer contact on field complaints and new designs has aroused an interest and proved his ability for technical sales.

He had just completed the Ford Company's Student Engineer training when that program was dissolved; his release carried a recommendation for rehire. This training gave him a working knowledge of varied departmental activity: Sales, Advertising, Public Relations, Manufacturing, Engineering and Steel Mills. Written reports were required in each department on methods of increasing efficiency of men and operating techniques.

His education was completed at the University of Michigan where he received a Bachelors Degree in Electrical Engineering; he was then commissioned in the Navy and served three years as a Radio Teletype Officer.

We are confident that this combination of theory, broad industrial training and laboratory experience, well equip him for the sales field. Without obligation we will be happy to forward details of this man's background or arrange a personal interview at your convenience.

Sincerely,

BLANK AND COMPANY

John D. Rowe

(ix)

It is requested that you advise the Bureau of the results of your investigation.

Very truly,
 J. Edgar Hoover
 Director

Enclosed for the Bureau are two copies of a letterhead memorandum dated and captioned as above.

I am sure that you will find this information of interest in connection with the investigation of the activities of the various groups and organizations mentioned herein.

The following information was obtained from a confidential source who has been reliable in the past. This source has advised that the following information was obtained from a confidential source who has been reliable in the past. This source has advised that the following information was obtained from a confidential source who has been reliable in the past.

It has been learned that the following information was obtained from a confidential source who has been reliable in the past. This source has advised that the following information was obtained from a confidential source who has been reliable in the past. This source has advised that the following information was obtained from a confidential source who has been reliable in the past.

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It is requested that you advise the Bureau of the results of your investigation. The following information was obtained from a confidential source who has been reliable in the past. This source has advised that the following information was obtained from a confidential source who has been reliable in the past. This source has advised that the following information was obtained from a confidential source who has been reliable in the past.

Very truly,

J. Edgar Hoover

Director

AN EXAMPLE OF AN EMPLOYMENT AGENCY LETTER OF CONTACT WITH
POTENTIAL JOB APPLICANTS

BLANK and COMPANY
2000 West Main
Cleveland, Ohio

Personal experience has proved to me that the man with advanced ability has ever found it difficult to negotiate for his personal services because of the ideals of business ethics. BLANK and COMPANY have a complete confidential service designed to overcome these obstacles in securing advancement of position.

This service is of particular value to individuals who are considering making a change without jeopardizing their present position; to those who wish to explore possibilities in other fields or elsewhere in their own field; or to those actively seeking positions.

A man of special ability cannot actively seek a position without detracting from his personal standing. An employer, likewise, cannot invite the candidacy of a man without affecting the stability of his organization. However, through BLANK and COMPANY, a confidential medium may be established and potential employers can be located. Since each case accepted by us is individualized, we create opportunities without destroying business ethics.

We invite your inquiries and correspondence or will be glad to arrange an appointment to discuss the matter in greater detail. Telephone appointments may be made by calling Melrose 1234.

Sincerely,

BLANK AND COMPANY

John D. Rowe

THE CHINESE NATIONALIST GOVERNMENT IN HONGKONG
1945-1949

THE CHINESE NATIONALIST GOVERNMENT
IN HONGKONG
1945-1949

The Chinese Nationalist Government in Hongkong was a very important part of the Chinese Nationalist Government in China. It was the only Chinese Nationalist Government in Hongkong. It was the only Chinese Nationalist Government in Hongkong. It was the only Chinese Nationalist Government in Hongkong.

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1945-1949

THE CHINESE NATIONALIST GOVERNMENT

IN HONGKONG

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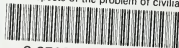
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